DOCUMENT RESUME

ED 056 469 EM 009 322

AUTHOR Zachert, Martha Jane K.; Pantelidis, Veronica
TITLE SIBE: A Sequential In-Basket Exercise Technique.
INSTITUTION Florida State Univ., Tallahassee. Computer-Assisted Instruction Center.
PUB DATE 71
NOTE 153p.

EDRS PRICE MF-$0.65 HC-$6.58
DESCRIPTORS *Administrator Education; *Computer Assisted Instruction; *Decision Making; *Library Science; Problem Solving; *Program Evaluation
IDENTIFIERS *Sequential In Basket Exercise; SIBE

ABSTRACT

SIBE (Sequential In-Basket Exercise) is a computer-assisted program to provide library science students with decision-making experience via simulated library administration problems. An initial problem is presented on-line by a teletype; it is followed by two derived problems, dependent on the student's initial response selected from five action choices. A pilot study was planned to determine to what extent library science students choose the same decision pathway in the resolution of an administration problem, to what extent elapsed time varies among students in making these decisions, whether such an in-basket exercise would stimulate class discussion, and whether library science students would find the SIBE a useful learning mode. Among the 33 students in the pilot study, concurrence in the pathway choice ranged from 1 to 6 students per problem, with a mean of 1.88 students in agreement. The total time for completion of the four problem exercise ranged from 26 to 63 minutes, with a mean of 42.9. Considerable classroom discussion was generated by the programs, and 96 percent of the students answering an affective questionnaire felt that they learned "some" or "a lot" from the SIBE. (Author)

ED056469

CAI CENTER

SIBE: A Sequential In-Basket Exercise Technique

The Pilot Study

Martha Jane K. Zachert
Associate Professor

Veronica Pantelidis
Graduate Assistant

1

FLORIDA STATE UNIVERSITY

EM 007 242

ED056469

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

SIBE: A Sequential In-Basket Exercise Technique

The Pilot Study

Martha Jane K. Zachert
Associate Professor

Veronica Pantelidis
Graduate Assistant

TABLE OF CONTENTS

Page

LIST OF TABLES ii
LIST OF FIGURES iii

Abstract 1

The Pilot Study 2

SIBE Purpose and Design 2

The SIBE Pilot Project 6

The Initial Run 7

Response Evaluation Data 9

Bibliography 18

APPENDICES

APPENDIX

A 19
B 143
C 145
D 148

LIST OF TABLES

Table		Page
1	Concurrence in Choice of Decision Pathways in SIBE Problems	8
2	Concurrence in Choice of Individual Decisions in SIBE Problems	9
3	Number of E Choices by Individual Students	10
4	Concurrence of Initial Choices in SIBE Problems	11
5	Distribution of Participants by Total Lapsed Time on Four SIBE Problems	11
6	Distribution of Responses to Question 1, "When I worked the CAI Sequential In-Basket Exercise, I felt ..."	13
7	Distribution of Responses to Question 2, "I feel I learned [a lot, some, very little, nothing] from this exercise."	14
8	Distribution of Responses to Question 3, "I feel I learned ... because ..."	14
9	List of CAI SIBE Advantages and Distribution of Responses to Question 4, "I think the advantage(s) of using a CAI Sequential In-Basket Exercise are ..."	15
10	List of CAI SIBE Disadvantages and Distribution of Responses to Question 5, "I think the disadvantage(s) of using a CAI Sequential In-Basket Exercise are	16
11	Distribution of Responses to Question 9, "I think the purpose of the Sequential In-Basket Exercise is ..."	16

LIST OF FIGURES

Figure		Page
1	SIBE Configuration	4
2	Example of a Seminal Problem and its Action Choices	5

ABSTRACT

SIBE is a sequential in-basket exercise technique, using computer assistance, designed to provide library science students with decision-making experience via simulated library administration problems. An initial Seminal Problem, presented on-line on teletype, is followed by two Derived Problems, dependent on the student's initial response selected from five action choices. A pilot study was planned to determine to what extent library science students choose the same decision pathways in the resolution of an administration problem, to what extent elapsed time varies among students in making these decisions, whether such an in-basket exercise would stimulate class discussion and whether library science students would find the SIBE a useful learning mode. Among the 33 students in the pilot study, concurrence in pathway choice ranged from 1 to 6 students per problem with a mean of 1.88 students in agreement. The total time for completion of the four problem exercise ranged from 26 to 63 minutes with a mean of 42.9. Considerable classroom discussion was generated by the problems, and 96% of the students answering an affective questionnaire felt that they learned "some" or "a lot" from the SIBE.

SIBE: A Sequential In-Basket Exercise Technique
The Pilot Study

Problem-centered modes of teaching administrative decision-making have been used for some years in the training of business executives and educational administrators. Recently, simulation techniques have been adapted for the classroom education of librarians.[1] The in-basket exercise, as one such technique, has figured prominently in the literature of business and education but does not appear to have been used extensively in library science education.

In what has come to be the traditional in-basket design, each exercise represents a moment in time. A variety of separate items is presented, some of which are significant, some inconsequential, but few of which are related. The student, assuming the role of an administrator, must react to each in-basket item by preparing an appropriate out-basket item, or by describing follow-up action. Characteristically, the student submits his response for his teacher's comment—which may come days or weeks later. In an effort to make this kind of simulation more realistic, some teachers have added video-taped episodes and taped phone calls as interruptions to the perusal of the in-basket items.[2]

An even better way to achieve realism would be to provide feedback that would show the budding administrator the consequences of his decisions and actions. However, the realism of a problem that unfolds, bit by bit, through memos, letters, phone calls and other communications, appears to be unavailable in documented in-basket usage. SIBE, a technique for presenting a Sequential In-Basket Exercise, was designed to meet this need. A computer-assisted instruction format was chosen in order to take advantage of two capabilities of the computer: interaction with a student and the collection of data generated by student responses.

SIBE Purpose and Design

The SIBE technique presents a three-layered problem in such a way that the student must make a series of related decisions and deal with the consequences of these decisions. The conclusion of an SIBE problem in the present CAI format does not resolve the problem; rather it moves an entire class individually through stages of a problem and provides the instructor with a record of the individual decision pathways. The record of each student's decision pathway, and the cumulative record of the individual decisions provide the basis for classroom discussion of administrative theory and behavior.

---

[1]James W. Ramey, "Simulation in Library Administration," *Journal of Education for Librarianship* 8 (1967); 85-93, Martha Jane K. Zachert, "The Library Administration Course: Simulation as a Technique," *Journal of Education for Librarianship* 11 (Winter, 1971), 243-250.

[2]George Gibson, "A New Dimension for 'In-Basket' Training," *Personnel* 38 (July-August 1961), 76-79; Glenn L. Immegart and Daniel Brant, "Sister Monica's In-Basket," *Catholic School Journal* 68 (May 1968), 34-38.

In the initial use of SIBE, an attempt was made to collect data relevant to the following questions:

1. To what extent do library science students choose the same decision pathways in response to simulated administrative decision-making situations?

2. To what extent does elapsed time vary among library science students as they make decisions about library administrative problems of varying complexity?

3. Can a computer-assisted sequential in-basket exercise stimulate discussion in the classroom?

4. Do library science students respond well to this problem-centered technique and find it a useful learning mode?

In order to gather data, four typical library administrator in-basket problems were designed. The problems were programmed in Coursewriter II for presentation in the CAI mode using teletype terminals for student input and to provide hard copy print-out. This print-out serves as a record for students of the problems and their individual responses, and for reference in the follow-up classroom discussion. The computer was also programmed to collect the desired data about student performance. Finally, an affective questionnaire was used to obtain student reaction to the CAI mode.

The basic configuration of SIBE is shown in Figure 1. For each problem sequence, the student is presented with the initial in-basket item, designated a Seminal Problem (rectangle in the upper left corner of the figure) followed by four action choices and a "comment response" choice (first line of circles in the figure). The student, in the role of an administrator, makes his choice of the action he would take by entering the designation of that choice (A, B, C or D) via the teletype keyboard. Alternately, the student can make the comment response choice (E) and enter a statement of his intended action via the keyboard.

The choice of action by the student is followed immediately by the display of a follow-up communication (represented by the second line of rectangles in the figure) and five more choices (the second line of circles). All stages of the problem after the initial presentation are designated Derived Problems and these may continue until the ingenuity of the problem-designer runs out. In the first SIBE each Seminal Problem was followed by two Derived Problems, each complete with four action choices and a comment response choice. All students receive the same Seminal Problem and its choices. (See Figure 2.) The Derived Problems received by each individual depend on his own choices of action. Thus, each student determines his own decision pathway (represented in Figure 1 by running arrows). When the student makes his third action choice, he has completed the CAI part of the problem; classroom discussion takes over at that point. As SIBE has been used to date, each CAI session presents the student with four Seminal Problems.

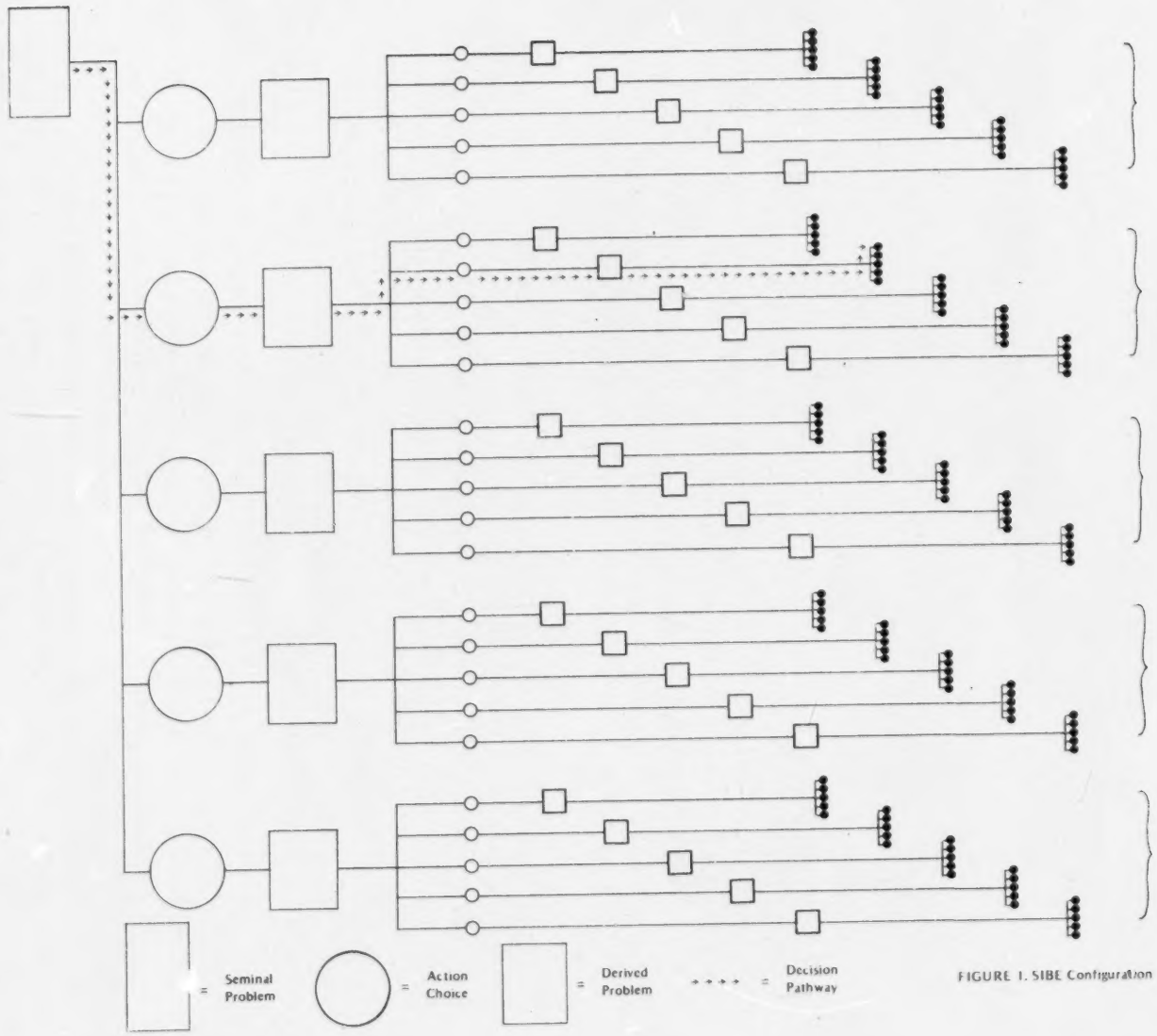
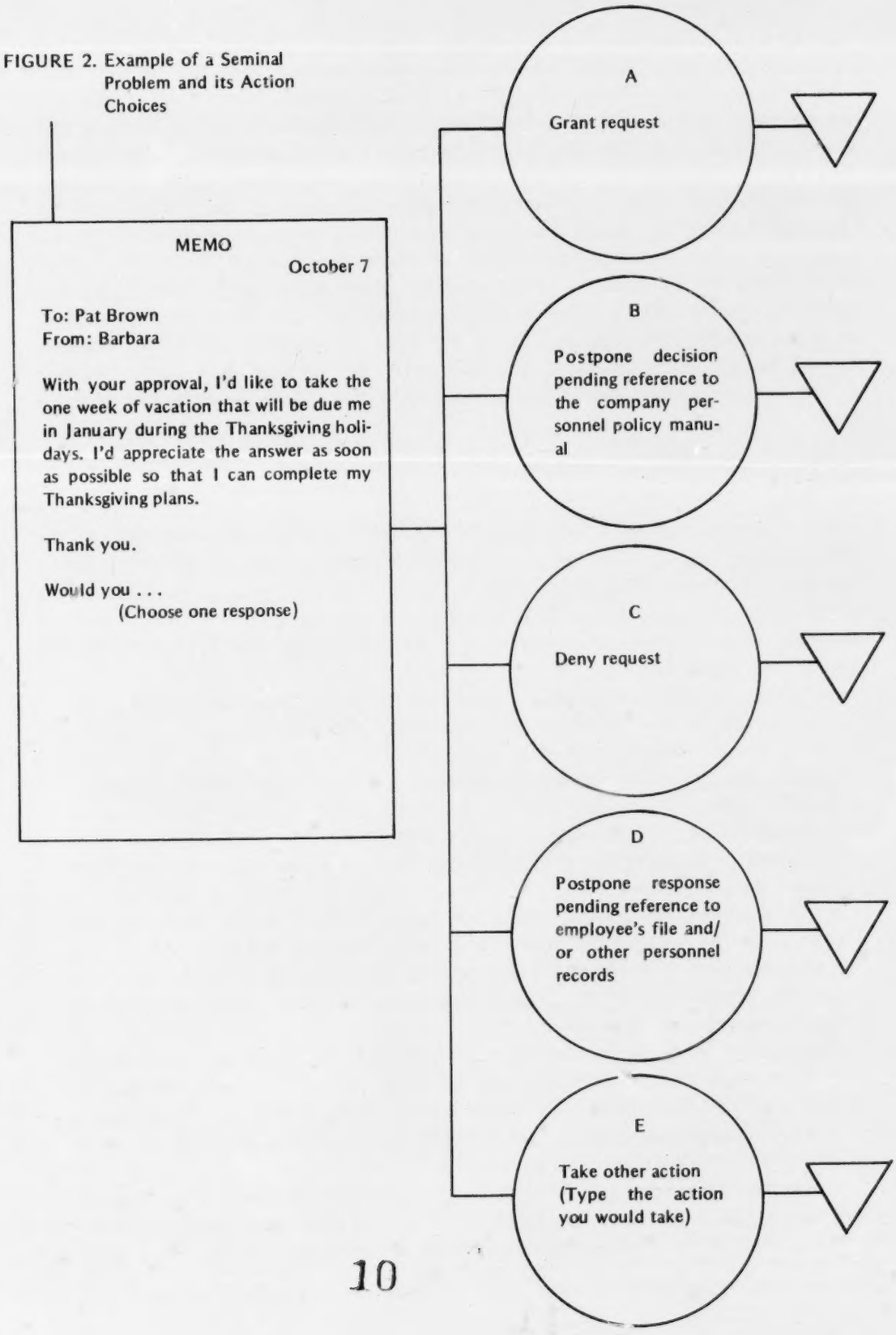


FIGURE 1. SIBE Configuration

FIGURE 2. Example of a Seminal Problem and its Action Choices


MEMO
October 7
To: Pat Brown
From: Barbara
With your approval, I'd like to take the one week of vacation that will be due me in January during the Thanksgiving holidays. I'd appreciate the answer as soon as possible so that I can complete my Thanksgiving plans.
Thank you.
Would you . . .
(Choose one response)
A
Grant request
B
Postpone decision pending reference to the company personnel policy manual
C
Deny request
D
Postpone response pending reference to employee's file and/or other personnel records
E
Take other action (Type the action you would take)

In order to accommodate any possible decision pathway that the student might take, a total of thirty Derived Problems, with their action choices, must be stored in the computer with each Seminal Problem. However, in the course of working each exercise, a student actually sees only the Seminal Problem and its five action choices plus two Derived Problems and their action choices, as determined by the sequence of his own decisions. Thus, in a four-Seminal-Problem simulation, each student must deal with and respond to twelve distinct decision-forcing situations, eight of which are contingent on his own decisions. In none of the problems is there a clear-cut right or wrong choice for the student to make. However, some choices are less wise than others and these choices elicit unexpected results, causing the student to be faced with major or minor crises of his own making. In this way, the student is shown the need for careful analysis of a problem, and the need for thinking through the possible consequences of various actions that he might take, and various decisions that he might make.

The SIBE Pilot Project

Four seminal problems were used in the SIBE pilot project, one each in the administrative areas of personnel management, coordination of activities, public relations, and direction of work. These problems were presented in the context of a verbal model of a petroleum library. This model is regularly used in the senior author's graduate class in the administration of special libraries. The problems may be summarized briefly as follows:[3]

Personnel management. A library clerk asks for annual leave time before it has been earned. Soon after her request, the library administrator receives a request for a recommendation of this employee from a competitor. This is the administrator's first notice that the employee is considering changing positions.

Coordination. Management decides that taped music is to be piped into all departments of the company, including the library. No employees have been consulted or prepared for this action and there is a diversified response from library staff and library users.

Public relations. An overdue notice for library material is sent to an engineer who claims he returned the book. He is highly indignant and demands that the responsible library employee be reprimanded. The situation is complicated when another engineer claims his colleague is building a personal library by obtaining library materials in devious ways.

Direction of work. A threatening letter is received by the library administrator from a vendor who claims that his bill for library periodical subscriptions has not been paid after four months and several notices. Internal company records appear lacking in supportive evidence and the only individual who can order reissuance of a check is on vacation.

In experiencing the sequential in-basket exercise, each student assumes the role of Pat Brown, head librarian of the Double XYZ Oil Company Field Research Laboratory Library. Because the students have been using the model of this library as a context

[3]Complete text of the Seminal Problems, Derived Problems and Action Choices is in Appendix A.

for an extended simulation study of administrative problems, it is familiar to them when, near the end of the academic term, they are introduced to SIBE. Thus, no additional time has to be allowed for familiarization with the model before the SIBE experience. During SIBE all students have at hand for consultation an abbreviated organization chart of the model library and its parent organization and a calendar showing the ten-week period covered by SIBE.[4]

The Initial Run

The Coursewriter II program for storing and managing SIBE was prepared by Mrs. Betty Wright under the supervision of Dr. Duncan Hansen. The junior author of this paper served as liaison between the class instructor (the senior author) and the CAI Center. Five students who had completed the special libraries administration course in a previous quarter, and who were therefore familiar with the model library, were used in a run-through to debug the program. Some minor corrections were made and SIBE was then offered to students in course in Spring Quarter 1970.

Six teletype terminals were available, so the class of eighteen students was divided into thirds and scheduled to experience SIBE in successive time periods. All three groups were instructed not to discuss the problems or their responses before the following class period. The students were given a one-page set of instructions including both background for SIBE and instructions on the use of the teletype terminal.[5] Copies of the organization chart and the calendar were mounted on the wall behind the terminals. A few minor problems with sign-on routine and coding were corrected and, in general, the trial ran smoothly. Only one member of the class seemed especially nervous. Many of the students immediately expressed satisfaction with the content of the exercise and the feedback. Laughter was not uncommon as unexpected turns of events became known through the successive communications. The students gave every appearance of enjoying the experience and several took time to visit the instructor's office during the following days to offer comments and suggestions for future development and use of SIBE. At the next regularly scheduled meeting of the class each student completed a ten-item reaction questionnaire.[6]

Each student brought his SIBE print-out to the next class meeting; in addition, the instructor had been furnished by the CAI Center with a print-out of the response data for the entire class. Two hours were spent in discussing the common and deviant decision pathways of the group. As they were leaving after the class, many students again expressed pleasure in the SIBE approach to the study of administrative problems in libraries and urged the authors to prepare more exercises in this mode. An unexpected but gratifying reaction from several students was that, having had this experience, they were no longer "afraid of machines in libraries."

In the fall of 1970, SIBE was again used with students in the special libraries administration course. In addition to these seven individuals, two library science students in a post-masters program and one faculty member participated in SIBE at

[4] See Appendix B.
[5] See Appendix C.
[6] See Appendix D.

that time. The computer-generated data about these ten individuals was added to that of the twenty-three earlier participants giving a total of thirty-three subjects for data analysis. The advanced students and the faculty member were not asked to complete the questionnaire because all three had had extensive experience with computers and their feelings toward them could be assumed to be positive.

Response Evaluation Data

Similarity of Decisions: Pathways

To what extent do library science students choose the same decision pathways in response to simulated administrative decision-making situations? The data show that in these four problems the largest number of decision pathways chosen for a single problem was twenty (Problem 1), and the smallest number was eight (Problem 3, version 2). Because Problem 3 included a typographical error in the action choices following the Seminal Problem when it was worked by the first twenty-three students, it was revised. Problem 3 has been disregarded, therefore, in this analysis. Omitting it, Table 1 shows that Problem 1 elicited twenty decision pathways from the thirty-three participants, Problem 2 elicited fifteen decision pathways, and Problem 4, seventeen. The mean number of students who choose the same pathway in problem 1 was 1.65, in Problem 2, 2.2, and in Problem 4, 1.88. Overall, the mean number who chose the same pathway was 1.88. Thus, the record of decision paths chosen by student participants in SIBE shows considerable diversity of opinion.

TABLE 1. Concurrence in Choice of Decision Pathways in SIBE Problems (N Students = 33)

Problem 1 Path	Number of Students Who Chose	Problem 2 Path	Number of Students Who Chose	Problem 4 Path	Number of Students Who Chose
ABD	1	AAD	3	BBA	1
ABE	3	AAE	3	BBC	1
		ADD	2	BCC	4
BAA	2	AEC	1	BCD	4
BAE	2			BCE	2
BBE	1	BBB	1	BDC	1
BDC	1	BEB	1	BEB	1
BEA	2	BED	1		
BEB	3	BEE	1	CCA	1
				CDA	1
CEB	1	CAA	1	CDC	3
		CEA	2	CDE	1
DCA	1	CED	2	CED	1
DCB	2	CEE	3		

TABLE 1. Concurrence in Choice of Decision Pathways in SIBE Problems (N Students = 33) *(Continued)*

Problem 1 Path	Number of Students Who Chose	Problem 2 Path	Number of Students Who Chose	Problem 4 Path	Number of Students Who Chose
DEB	3			EAD	3
DEC	1	EEA	5	ECD	2
DEE	2	EEC	1	ECE	1
		EEE	6	EED	2
EBD	3			EEE	3
EBE	1				
EDA	1				
EEC	1				
EED	1				
EEE	1				
Total 20	33	15	33	17	32[a]

[a]One student did not complete Problem 4.

Similarity of Decisions: Individual Decisions

Table 2 shows the concurrence in choice of individual decisions in SIBE.

TABLE 2. Concurrence in Choice of Individual Decisions in SIBE Problems (N Choices per Problem = 3 Choices per Student = 99)[a]

Response	Problem 1 Number of Choices	%	Problem 2 Number of Choices	%	Problem 4 Number of Choices	%
A	14	14	24	24	6	6
B	29	29	7	7	17	17
C	7	7	10	10	30	31
D	16	16	10	10	18	19
E	33	33	48	48	25	26
Total	99	99	99	99	96[b]	99

[a]Potentially, any response could be chosen three times during a problem. Thus, for 33 students the number of choices per problem is 99.

[b]Only 32 students completed Problem 4, so the total choices for problem 4 is 96.

In only two instances did more than one-third of the students make the same response, that of the fifth choice in Problems 1 and 2. Though there is no built-in significance related to the choice of an A, B, C, or D in these problems, the fact that E is always a comment response and that it was so frequently chosen may be significant. In the three problems, E was chosen 106 times, or 37% of the number of times it could potentially be chosen. Reference to Table 1 shows that ten of the thirty-three students chose EEE, or maximum E choices.

Table 3 shows the number of times E was chosen by individual students.

TABLE 3. Number of E Choices by Individual Students (N students = 32)[a]

Number of Times E chosen[b]	Number of Students Who Chose E x Times	%
12	0	0
11	0	0
10	0	0
9	0	0
8	0	0
7	2	6
6	1	3
5	6	19
4	6	19
3	4	12
2	6	19
1	5	16
0	2	6
Total	32	100

[a]One student did not complete Problem 4.

[b]There were three opportunities to choose E in each problem and four problems. Therefore, the potential number of E choices per student was twelve.

An analysis of the comments from students in their E choices shows two similar groups of responses. One of these is a combination of two or more of the given responses A, B, C, and/or D. The second group of responses is an elaboration of one or more of the given responses in A, B, C, and D. In only a few instances did the students actually suggest totally different action.

It might have been expected that, at least in their initial response to the Seminal Problems, students would show similarity of choice. The detailed analysis of initial choices, shown in Table 4, however, shows that eighty percent of the possible initial choices were actually chosen. Only three of the possible fifteen initial choices were not

chosen by any student. Thus Table 4 confirms the non-concurrence of choices evident in Table 1.

TABLE 4. Concurrence in Initial Choices in SIBE Problems (N Students = 33)

Response	Problem 1 Number of Students Who Chose	%	Problem 2 Number of Students Who Chose	%	Problem 4 Number of Students Who Chose	%
A	4	12	9	27	0	0
B	11	33	4	12	14	43
C	1	3	8	24	7	22
D	9	27	0	0	0	0
E	8	24	12	36	11	34
Total	33	99	33	99	32[a]	99

[a]One student did not complete Problem 4.

Lapsed Response Time

Data compiled by the computer for each of the first group of SIBE participants included the total time taken to complete each Seminal Problem plus the response latency on each individual response. Table 5 shows the distribution of students by total lapsed time.

TABLE 5. Distribution of Participants by Total Lapsed Time on Four SIBE Problems (N Students = 23)[a]

Total Lapsed Time In Minutes	Number of Students
62-63	1
60-61	0
58-59	0
56-57	1
54-55	1
52-53	0
50-51	2
48-49	2
46-47	1
44-45	4
42-43	1

TABLE 5. Distribution of Participants by Total Lapsed Time on Four SIBE Problems (N Students = 23)[a] *(Continued)*

Total Lapsed Time In Minutes	Number of Students
40-41	2
38-39	1
36-37	3
34-35	2
32-33	0
30-31	1
28-29	0
26-27	1

[a]The total lapsed time for the remaining ten participants is not available.

The average time taken to complete four problems was 42.9 minutes, with a range of 26 to 62 minutes and the median time of 44.25 minutes. Total time on these runs included some slight amount of machine downtime, and was apparently influenced, as would be expected, by the number of times the E, or comment, response was chosen and the length of the comments.

Individual response latencies have not been studied as yet.

SIBE as a Stimulant for Classroom Discussion

The immediate reaction of the instructor was that the discussion following SIBE surpassed discussions following other simulation techniques used in the course "Special Library Administration" in both quantity and quality. The discussion was taperecorded and careful replay of the tape confirmed this judgment. Although it is typical in this course that every student contributes to every discussion, the one following SIBE elicited more response from the usually quieter members of the class, several of whom were quite outspoken in defending their own SIBE choices.

As expected, the discussion focused on reasons for choice or rejection of offered actions and on actions suggested in the comment responses. Class members exhibited considerable interest in the number of students who had chosen each offered action. This information was available in the response data print-out and was given to the class, although they were at the same time reminded that there were no specifically right or wrong choices and the fact that the majority had made a certain choice did not necessarily mean it was the best possible choice. Throughout the discussion, choices selected by the students were examined in terms of the theory of administrative behavior. The entire student discussion was lively and varied. Although some students seemed reluctant to actually argue down other's points of view, most tried to make their own opinions heard.

Tapes of all class discussions are made routinely and several methods of analyzing them are being examined by the authors for their use in future study of simulation methodology.

Student Response to the SIBE Technique

As stated earlier, a questionnaire was used to determine the reaction of the SIBE participants to the technique. Since the CAI experience was conceived as a discussion stimulant and it was anticipated that much of the actual learning would take place during the discussion, the questionnaire was administered following the discussion. Because the discussion took place at the regularly scheduled class meeting following the CAI experience, there was an unavoidable lapse of four or five days between the CAI experience and the follow-up discussion and completion of the questionnaire. Since the original pilot group and four of the second group did not fill out the questionnaire, only twenty-four of the thirty-three participants in SIBE reacted in this mode. Tables 6 through 11 show the distribution of responses to the questions on the questionnaire.[7] Table 6 shows the distribution of responses to the open-ended question, "When I worked the CAI Sequential In-Basket Exercise, I felt . . . ". Five students, 21% of the respondents to the questionnaire, did not respond to this question. Of the 19 who did, 67% expressed positive feelings such as "comfortable" or "excited." Only three individuals, 12% of the group, expressed feeling "some pressure" or "unsure."

TABLE 6. Distribution of Responses to Question 1, "When I worked the CAI Sequential In-Basket Exercise, I felt . . . " (N Students = 24)

Response	N	%
Interested	6	25
Excited	5	21
Involvement	3	13
Enjoyment	1	4
Comfortable	1	4
Some pressure	2	8
Unsure	1	4
No response	5	21
Total	24	100

In response to the question, "I feel I learned [a lot, some, very little, nothing] from this exercise," the distribution, shown in Table 7, indicated that most students *felt* they learned. Only one admitted to negative feelings.

[7] A complete copy of the questionnaire is in Appendix D.

TABLE 7. Distribution of Responses to Question 2, "I feel I learned [a lot, some, very little, nothing] from this exercise."

Response	N	%
A Lot	14	59
Some	9	37
Very little	0	0
Nothing	1	4
Total	24	100

Responses to the open-ended statement, "I feel I learned [a lot, some, very little, nothing] because . . ." are shown in Table 8.

TABLE 8. Distribution of Responses to Question 3, "I feel I learned . . . because . . ." (N Students = 24)

Responses by Categories	N
I learned about	
Teletype	2
Computers	3
True situations	2
Decision-making	2
Life-like time pressures	1
Problem development and solution	1
I learned that	
Problems are not ended by one memo	1
Small situations can become big	1
There is a lack of pat answers	1
There is a need for quicker response	1
The full effect comes only after discussion/feedback	1
I learned by	
Observing consequences of decisions	4
Analysing decisions and reasons for them	2
Transferring procedures from problems to real life	1
I did not learn because	
Decisions weren't evaluated	1
Total	24

When asked what they considered the advantages of using a CAI Sequential In-Basket Exercise to be, eleven students, 46% of the group, mentioned immediate feedback. Table 9 lists the advantages named and shows the distribution of the responses.

TABLE 9. List of CAI SIBE Advantages and Distribution of Responses to Question 4, "I think the advantage(s) of using a CAI Sequential In-Basket Exercise are . . . " (N Students = 24)[a]

Responses	N
Immediate feedback	11
Pressure to "think on one's feet"	4
True-to-life situations	4
Alternate sequences available	4
Need to concentrate	3
Impersonal situation	2
Can't talk to others	1
Problems are in sequence	1
Can't see right answers	1
Unexpected happens	1
Shows results of wrong decisions	1
Individual attention	1
Method of self-teaching	1
Demonstrates decision-making process	1
Fun while learning	1
Interesting and new approach	1
Total	38

[a]Some students listed more than one advantage.

Disadvantages of a CAI Sequential In-Basket from the participant's point of view were solicited in question 5. The responses are listed and the distribution is shown in Table 10.

TABLE 10. List of CAI SIBE Disadvantages and Distribution of Responses to Question 5, "I think the disadvantage(s) of using a CAI Sequential In-Basket Exercise are . . ." (N Students = 24)

Responses	N
Comment response (E) with unrelated memo following	5
Unfamiliar with equipment	2
Can't think long or consult	4
Computer too slow	4
Need personnel histories	1
Multiple choice limited	1
Noise	1
Decisions must be made without all necessary facts	1
None or No response	5
Total	24

The major disadvantage noted stems from the fact that so many of the participants chose the E, or comment, response. Because the authors had no way of knowing what would be said in a comment response, they tried to make the follow-up in-basket item something that could happen, but that was not predicated on any particular prior action. This proved difficult at best and completely illogical at worst. The number of students who indicated this as a disadvantage highlights the fact that in this one aspect of SIBE the authors still have a lot of work to do.

To test participant perception of purpose, the open-ended statement, "I think the purpose of the Sequential In-Basket Exercise is . . . " was included in the questionnaire. The results are in Table 11. Twelve participants, 50% of the group, clearly saw the relationship of SIBE to decision-making, although only one articulated the purpose of stimulating discussion. The one who perceived SIBE as a participant evaluation situation was clearly wrong because no evaluation of students was planned or attempted through this exercise.

TABLE 11. Distribution of Responses to Question 9, "I think the purpose of the Sequential In-Basket Exercise is . . ." (N Students = 24)

Responses	N
Instruction in decision-making	7
Show results of decisions	5
Practical experience	4
Research	3
Show types of problems	2

TABLE 11. Distribution of Responses to Question 9, "I think the purpose of the Sequential In-Basket Exercise is . . ." (N Students = 24) *(Continued)*

Responses	N
See the whole problem	2
Simulate administration situation	1
Instruction in problem-solving	1
Shorten time period	1
Stimulate discussion	1
Analyze individual approaches	1
Student evaluation	1
Individual instruction	1
Introduction to CAI	1
Total	31[a]

[a]Some students listed more than one purpose.

Conclusion

From this pilot project it can be clearly seen that answers to the four questions posed at the beginning of the study can be obtained. Library school students demonstrate considerable diversity in their individual decision choices and in the decision pathways they follow in their resolution of administrative problems. There is variation in the lapsed time they require to make their decisions. Though the relation of total lapsed time to the choice of the comment response seems obvious, true times were not available because of some machine downtime. The CAI SIBE clearly stimulates class discussion and some generalizations can be suggested as to the nature of the ensuing discussion. Finally, student participants react well to the CAI SIBE and perceive it as an advantageous learning situation for themselves. In short, SIBE appears to offer a viable method for experimental teaching in library administration (perhaps for other purposes also). The authors are now refining statistical designs and auxiliary research methodologies for such controlled experiments.

BIBLIOGRAPHY

Bessent, Wailand. "A Feedback Procedure for Simulation of Administrative In-Basket Problems." Paper presented at the 1967 American Educational Research Association Symposium on Feedback in Simulation Techniques, New York, 1967.

Frederiksen, Norman. "Factors in In-Basket Performance." *Psychological Monographs* 76 22(1962) Whole No. 541.

Frederiksen, Norman, Saunders, D. R., and Wand, Barbara. "The In-Basket Test." *Psychological Monographs* 71 9(1957) Whole No. 438.

Gibson, George. "A New Dimension for 'In-Basket' Training." *Personnel* 38 (July-August, 1961), 76-79.

Immegart, Glenn L. and Brant, Daniel. "Sister Monica's In-Basket." *Catholic School Journal* 68 (May, 1968), 34-38.

Lopez, Felix M., Jr. *Evaluating Executive Decision Making: The In-Basket Technique.* American Management Association Study 75. New York: American Management Association, 1966.

Ramey, James W. "Simulation in Library Administration." *Journal of Education for Librarianship* 8 (Fall, 1967), 85-93.

Roberts, T. S. "Training Managers to Make Decisions: The In-Basket Method." *Personnel* 42 (September-October, 1965), 58-66.

Sybouts, Ward. *Instructors' Guide for Using Simulated Materials to Instruct School Administrators in the Area of Occupational Education.* Lincoln: Nebraska University, Department of Educational Administration, 1967.

United States Veterans' Administration. Office of Assistant Administrator for Personnel. *The In-Basket Exercise Training Guide.* TG 5-19, July 1961. Washington: Veteran's Administration, 1961.

Weinberger, Morris Joseph. "The Use of Simulation in the Teaching of School Administration." Unpublished Ph.D. dissertation, Columbia University, 1965.

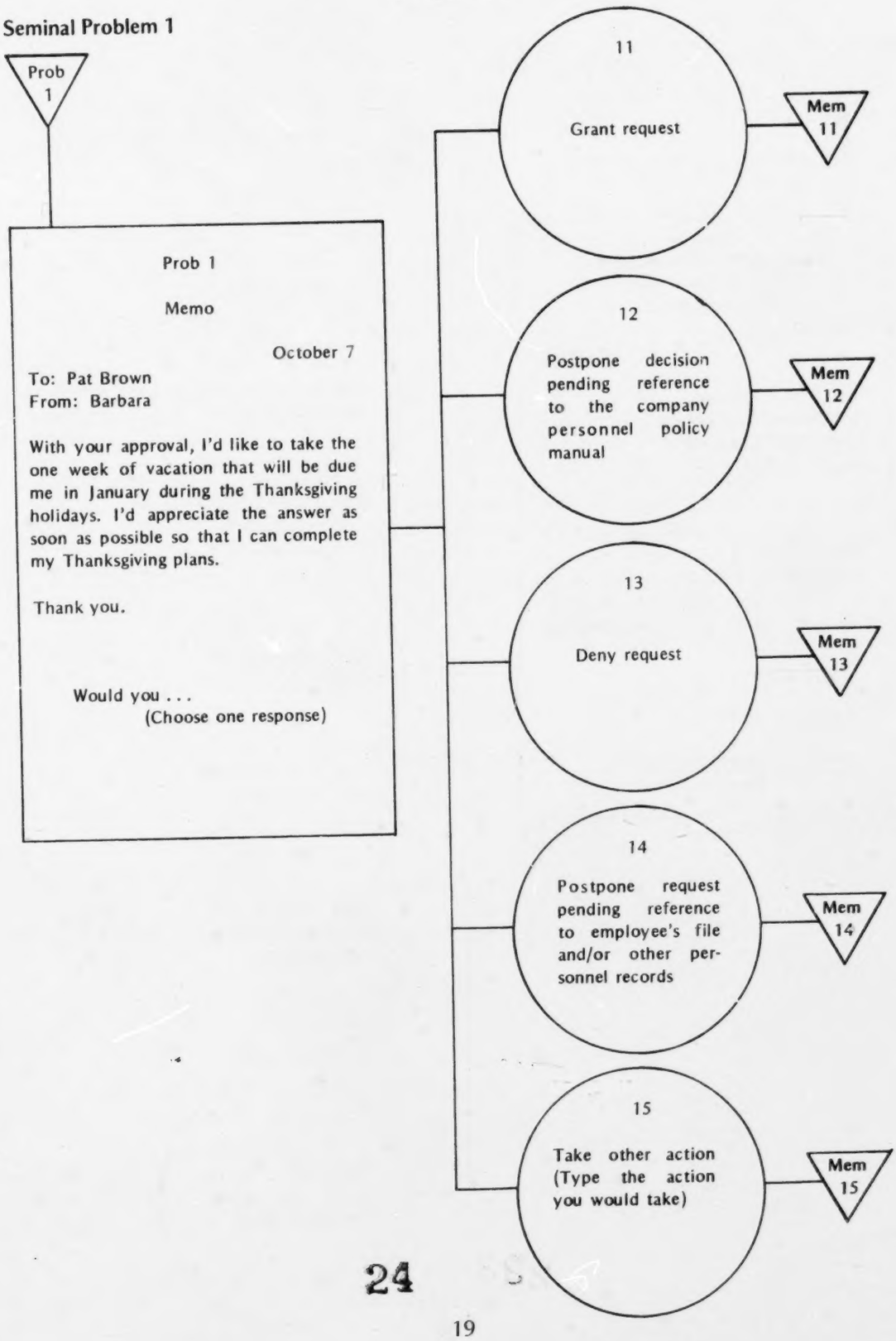
Zachert, Martha Jane K. "The Library Administration Course: Simulation as a Technique." *Journal of Education for Librarianship* 11 (Winter, 1971), 243-250.

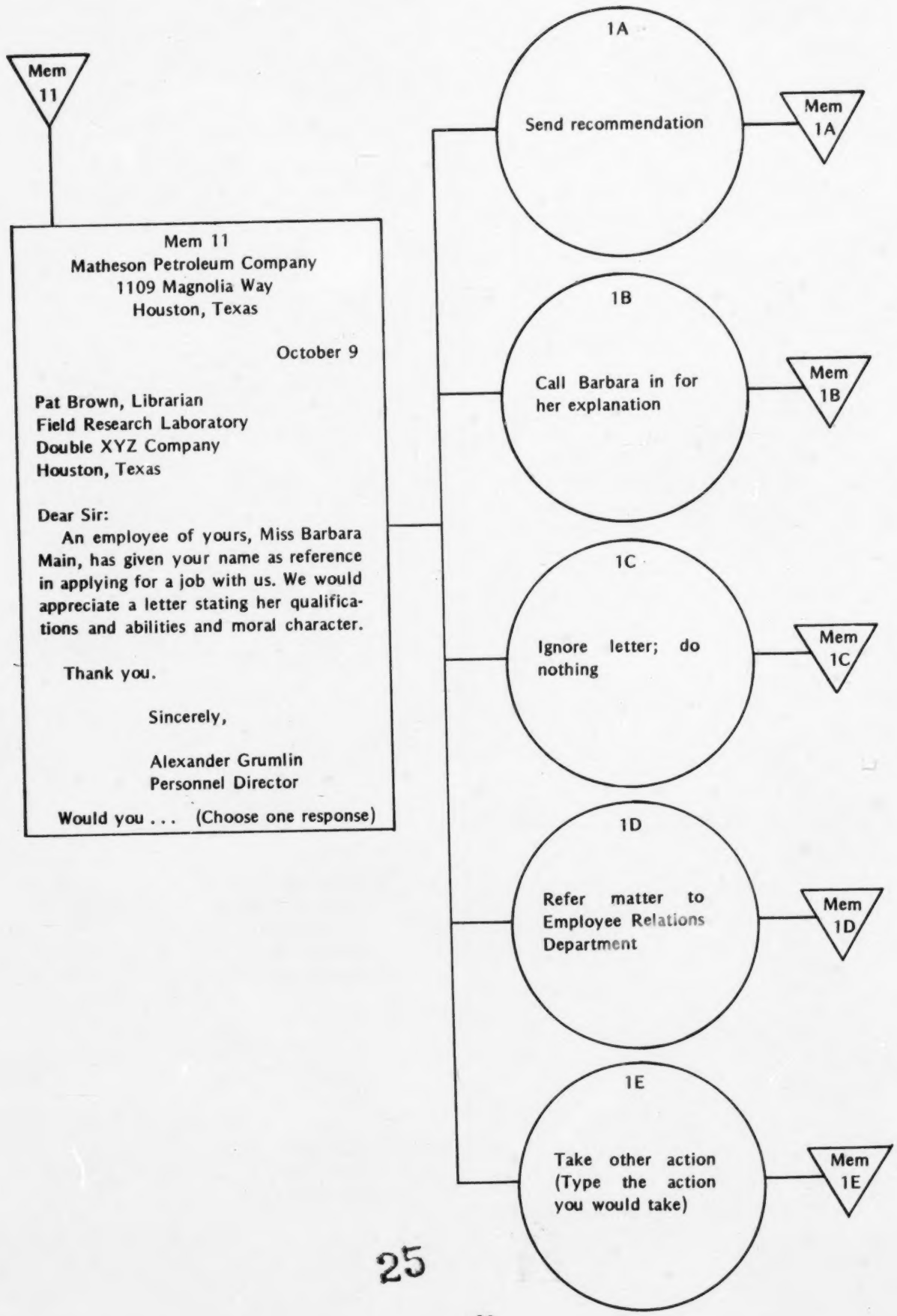
Zachert, Martha Jane K. "Special Libraries Instruction: The Separate Course." *Special Libraries* 58 (January, 1967), 37-40.

Zoll, Allen A. *Dynamic Management Education.* Reading, Massachusetts: Addison-Wesley, 1969.

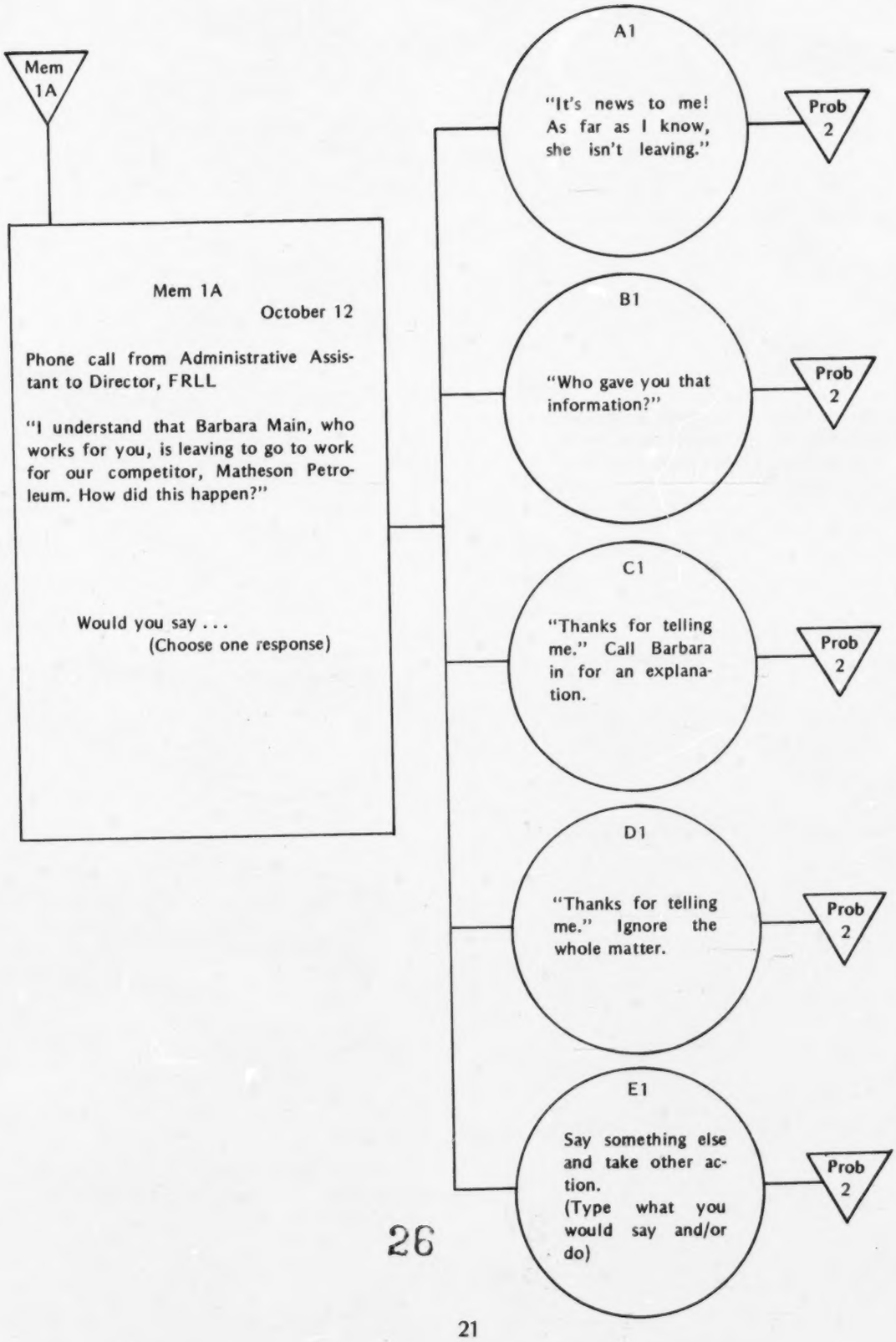
APPENDIX A

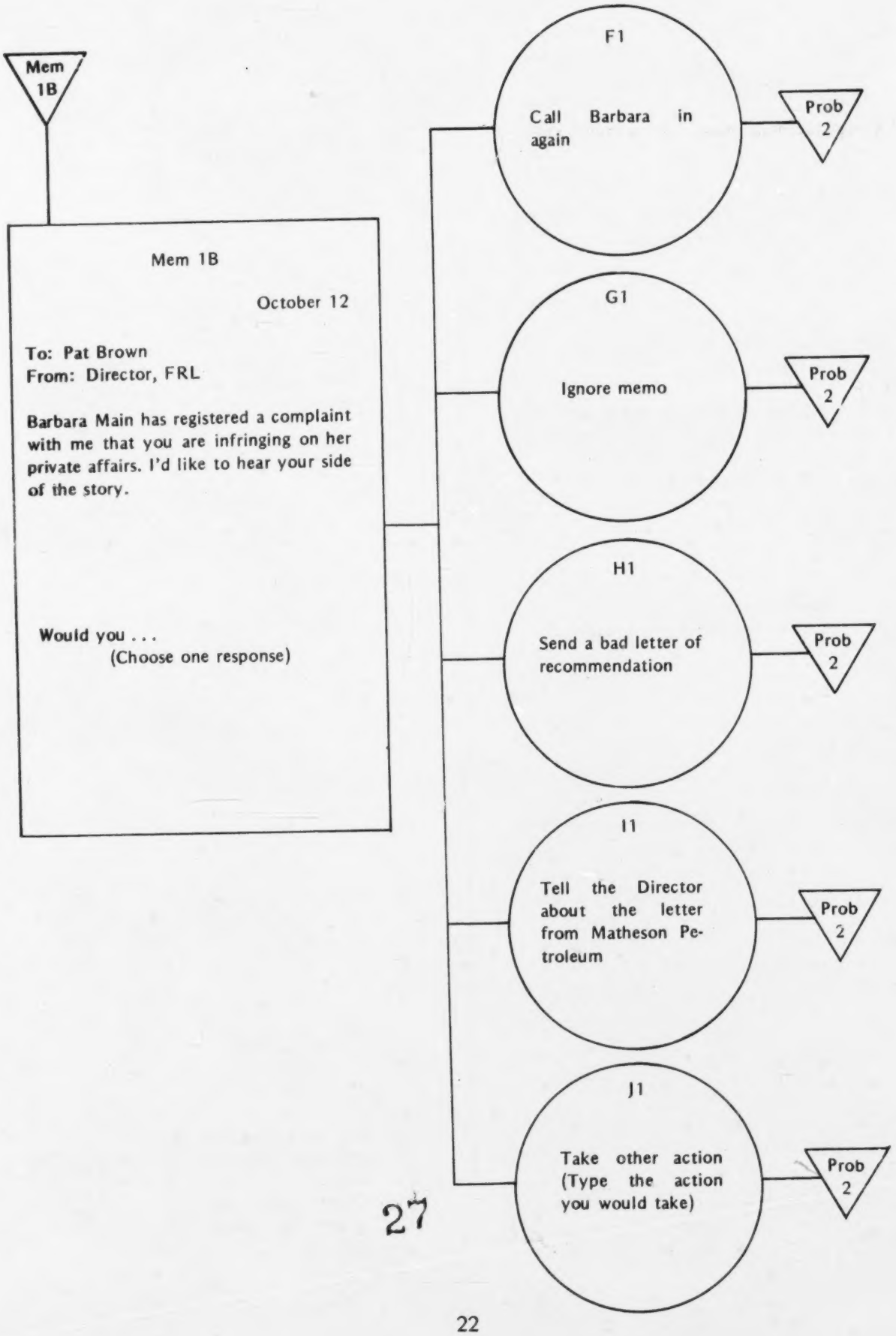
Seminal Problem 1


Prob 1
Prob 1
Memo
October 7
To: Pat Brown
From: Barbara
With your approval, I'd like to take the one week of vacation that will be due me in January during the Thanksgiving holidays. I'd appreciate the answer as soon as possible so that I can complete my Thanksgiving plans.
Thank you.
Would you . . .
(Choose one response)
11
Grant request
Mem 11
12
Postpone decision pending reference to the company personnel policy manual
Mem 12
13
Deny request
Mem 13
14
Postpone request pending reference to employee's file and/or other personnel records
Mem 14
15
Take other action (Type the action you would take)
Mem 15

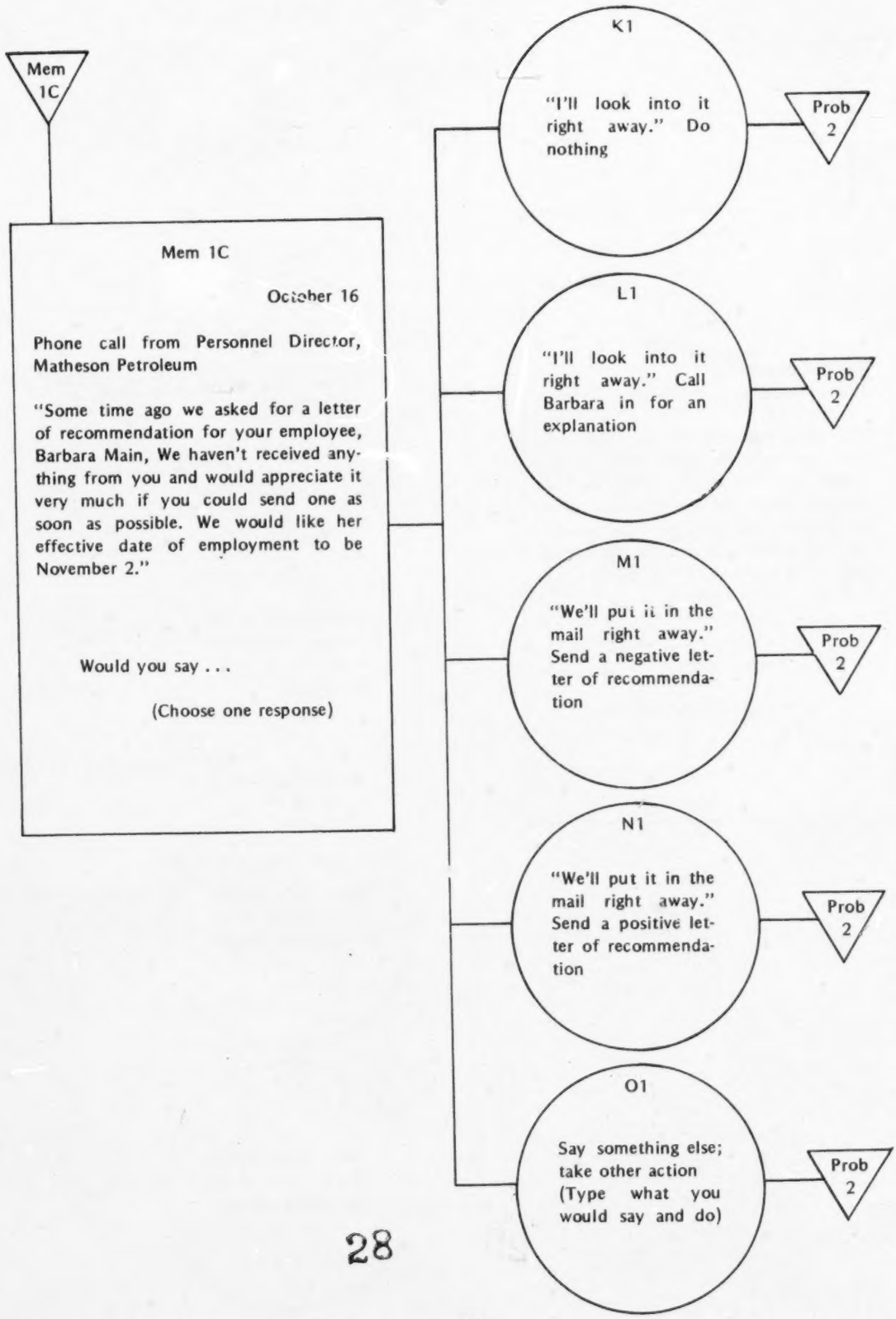

Mem 11
Mem 11
Matheson Petroleum Company
1109 Magnolia Way
Houston, Texas
October 9
Pat Brown, Librarian
Field Research Laboratory
Double XYZ Company
Houston, Texas
Dear Sir:
An employee of yours, Miss Barbara Main, has given your name as reference in applying for a job with us. We would appreciate a letter stating her qualifications and abilities and moral character.
Thank you.
Sincerely,
Alexander Grumlin
Personnel Director
Would you . . . (Choose one response)
1A
Send recommendation
Mem 1A
1B
Call Barbara in for her explanation
Mem 1B
1C
Ignore letter; do nothing
Mem 1C
1D
Refer matter to Employee Relations Department
Mem 1D
1E
Take other action (Type the action you would take)
Mem 1E

25

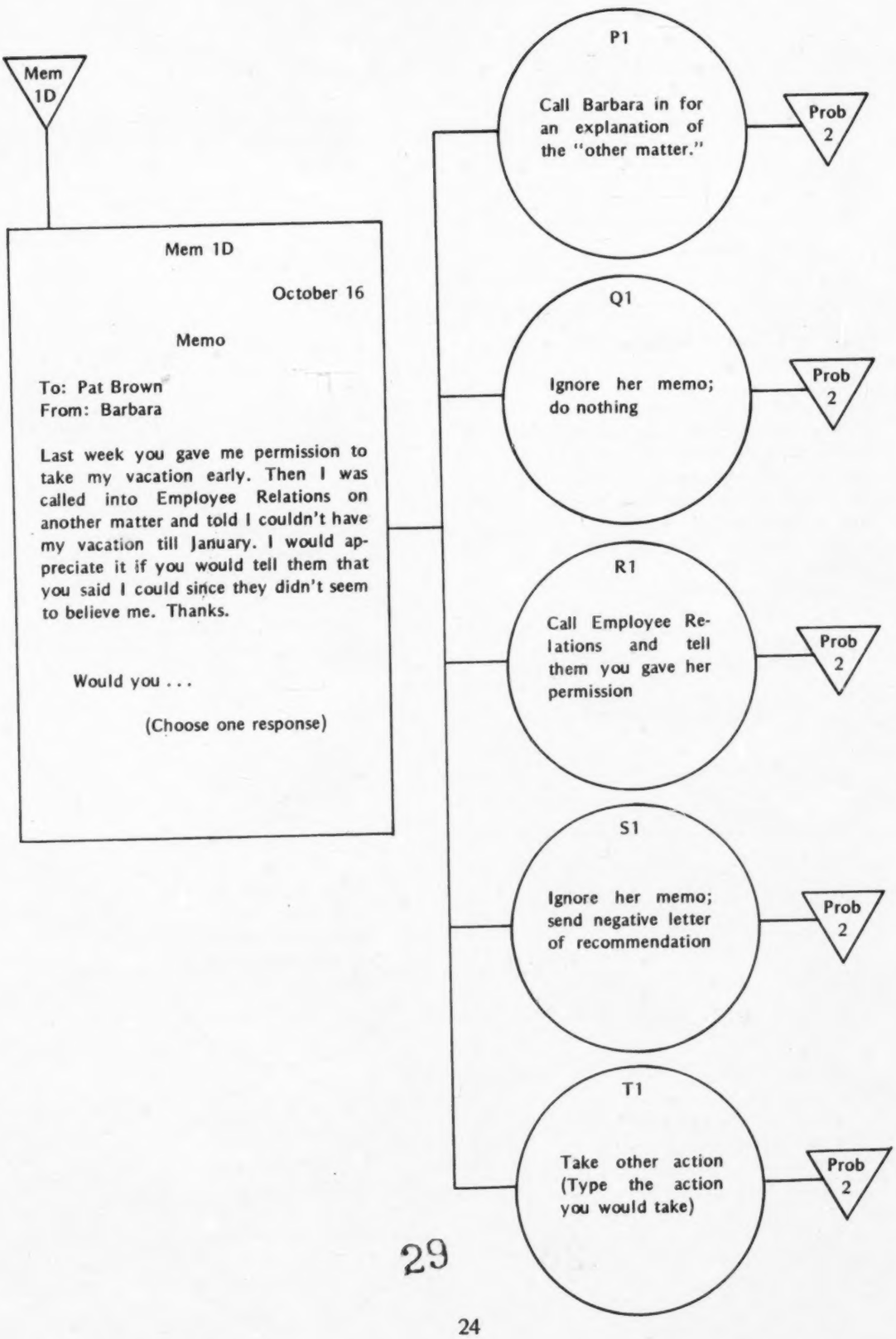

Mem 1A
Mem 1A
October 12
Phone call from Administrative Assistant to Director, FRLL
"I understand that Barbara Main, who works for you, is leaving to go to work for our competitor, Matheson Petroleum. How did this happen?"
Would you say . . .
(Choose one response)
A1
"It's news to me! As far as I know, she isn't leaving."
Prob 2
B1
"Who gave you that information?"
Prob 2
C1
"Thanks for telling me." Call Barbara in for an explanation.
Prob 2
D1
"Thanks for telling me." Ignore the whole matter.
Prob 2
E1
Say something else and take other action.
(Type what you would say and/or do)
Prob 2


Mem 1B
Mem 1B
October 12
To: Pat Brown
From: Director, FRL
Barbara Main has registered a complaint with me that you are infringing on her private affairs. I'd like to hear your side of the story.
Would you . . .
(Choose one response)
F1
Call Barbara in again
Prob 2
G1
Ignore memo
Prob 2
H1
Send a bad letter of recommendation
Prob 2
I1
Tell the Director about the letter from Matheson Petroleum
Prob 2
J1
Take other action (Type the action you would take)
Prob 2

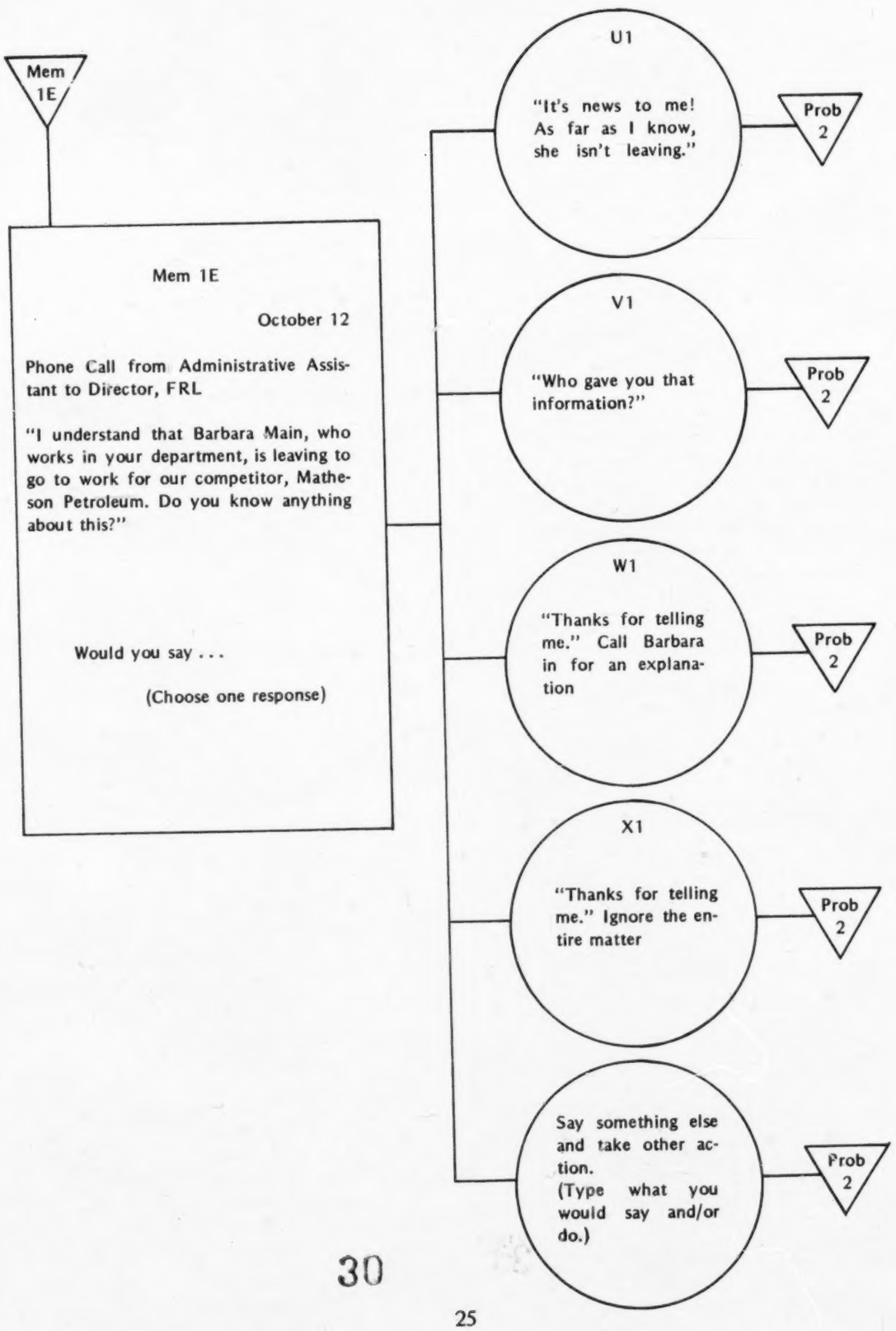
27

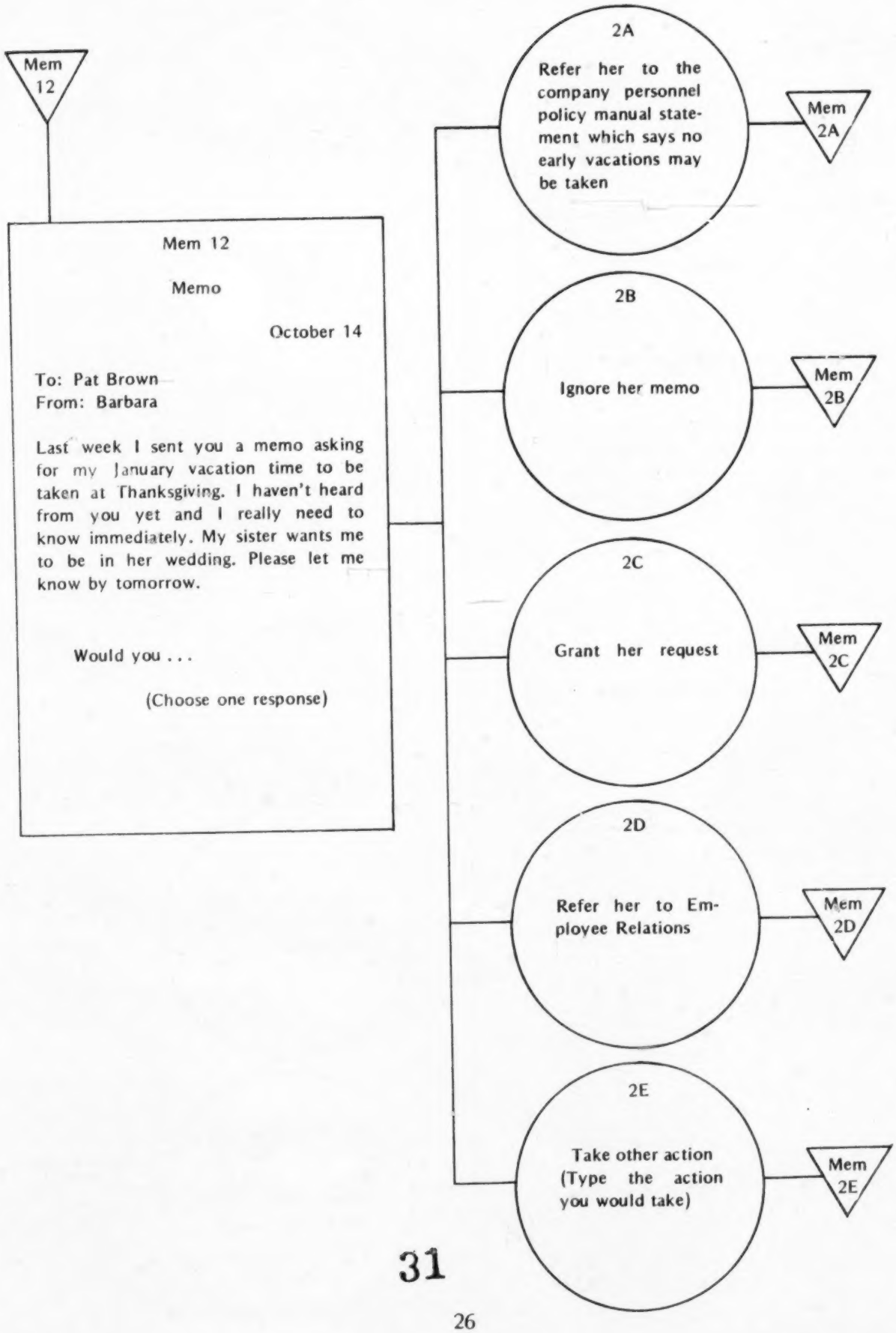

Mem 1C
Mem 1C
October 16
Phone call from Personnel Director, Matheson Petroleum
"Some time ago we asked for a letter of recommendation for your employee, Barbara Main, We haven't received anything from you and would appreciate it very much if you could send one as soon as possible. We would like her effective date of employment to be November 2."
Would you say . . .
(Choose one response)
K1
"I'll look into it right away." Do nothing
Prob 2
L1
"I'll look into it right away." Call Barbara in for an explanation
Prob 2
M1
"We'll put it in the mail right away." Send a negative letter of recommendation
Prob 2
N1
"We'll put it in the mail right away." Send a positive letter of recommendation
Prob 2
O1
Say something else; take other action (Type what you would say and do)
Prob 2

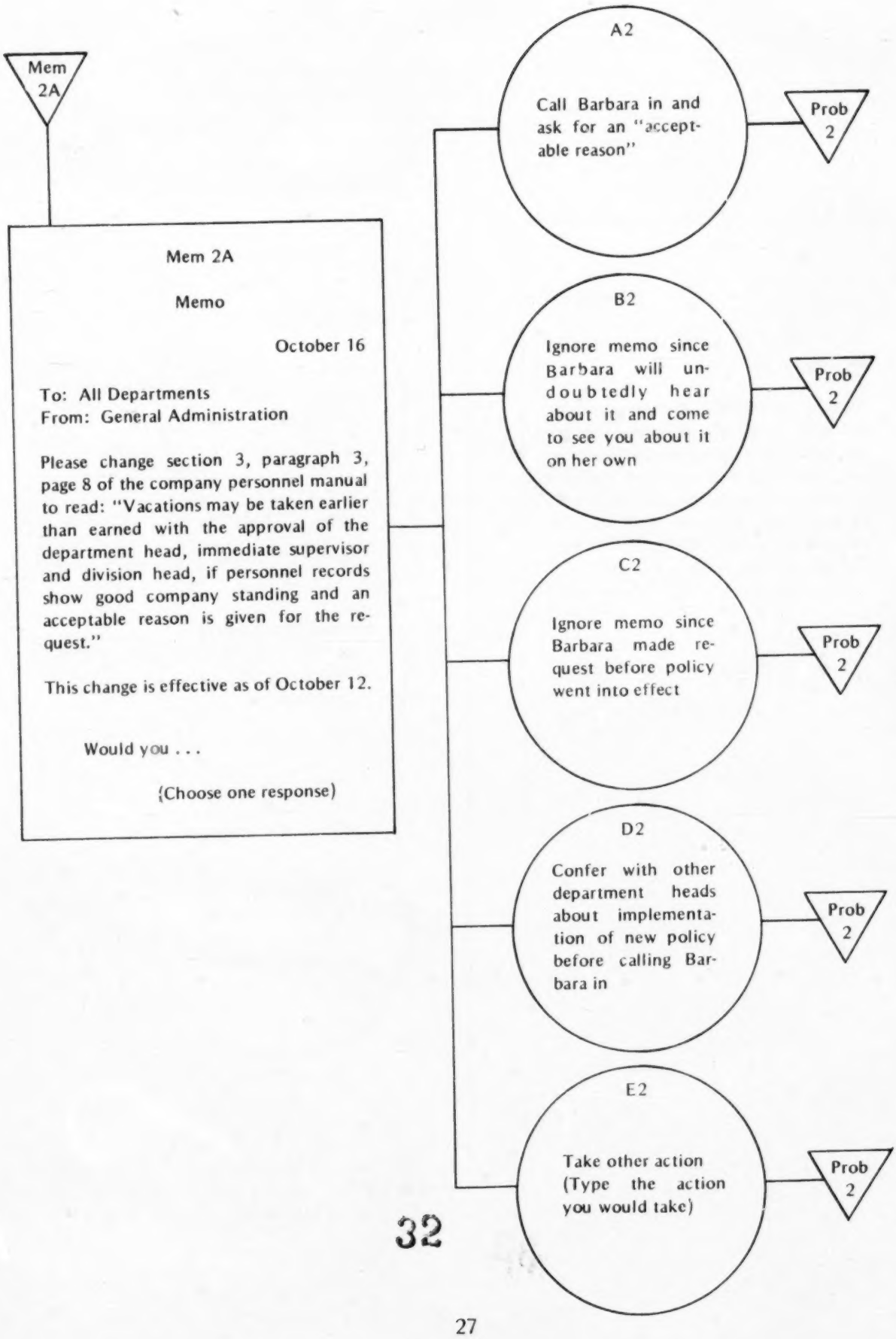
28


Mem 1D
Mem 1D
October 16
Memo
To: Pat Brown
From: Barbara
Last week you gave me permission to take my vacation early. Then I was called into Employee Relations on another matter and told I couldn't have my vacation till January. I would appreciate it if you would tell them that you said I could since they didn't seem to believe me. Thanks.
Would you . . .
(Choose one response)
P1
Call Barbara in for an explanation of the "other matter."
Prob 2
Q1
Ignore her memo; do nothing
Prob 2
R1
Call Employee Relations and tell them you gave her permission
Prob 2
S1
Ignore her memo; send negative letter of recommendation
Prob 2
T1
Take other action (Type the action you would take)
Prob 2

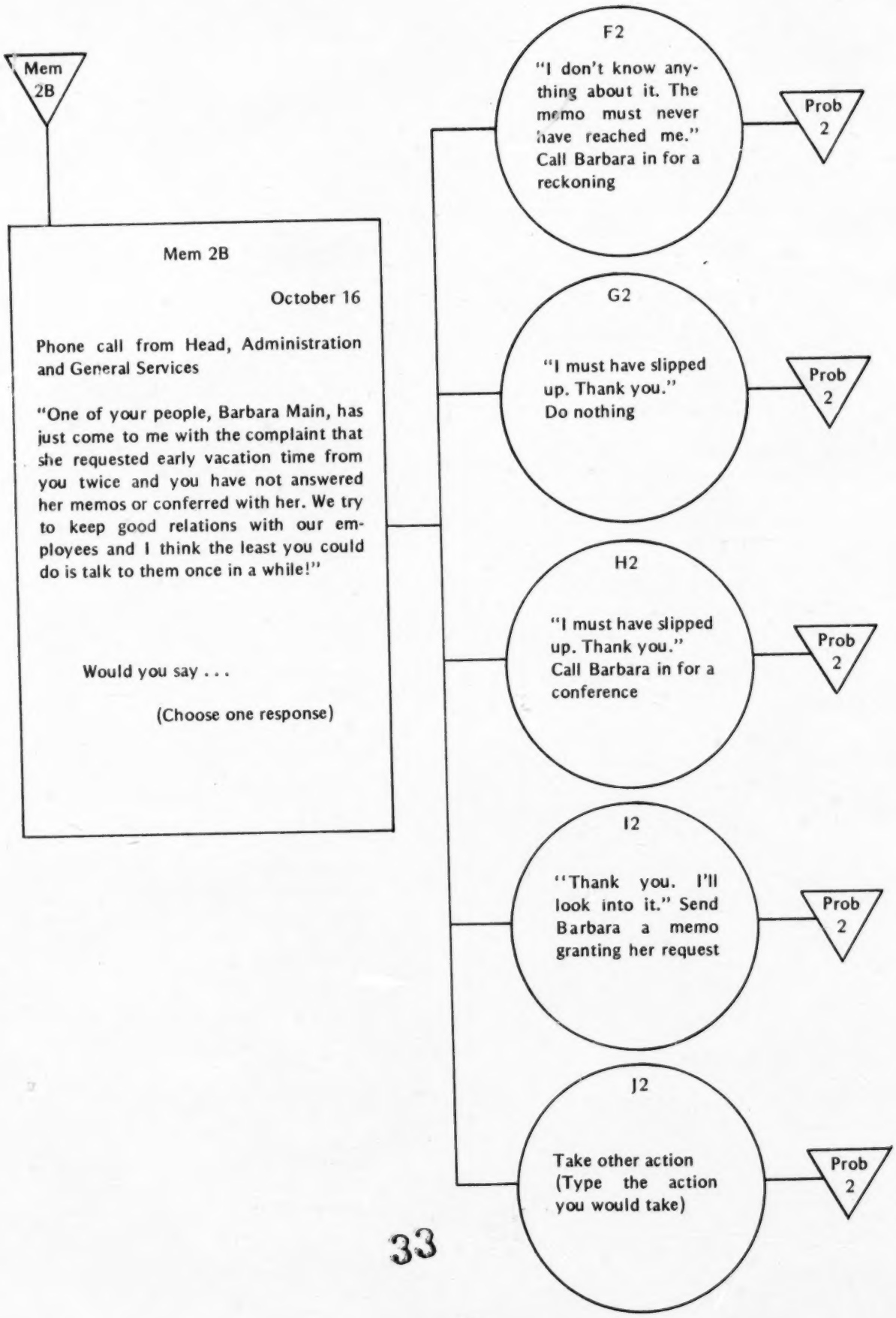
29


Mem 1E
Mem 1E
October 12
Phone Call from Administrative Assistant to Director, FRL
"I understand that Barbara Main, who works in your department, is leaving to go to work for our competitor, Matheson Petroleum. Do you know anything about this?"
Would you say . . .
(Choose one response)
U1
"It's news to me! As far as I know, she isn't leaving."
Prob 2
V1
"Who gave you that information?"
Prob 2
W1
"Thanks for telling me." Call Barbara in for an explanation
Prob 2
X1
"Thanks for telling me." Ignore the entire matter
Prob 2
Say something else and take other action.
(Type what you would say and/or do.)
Prob 2

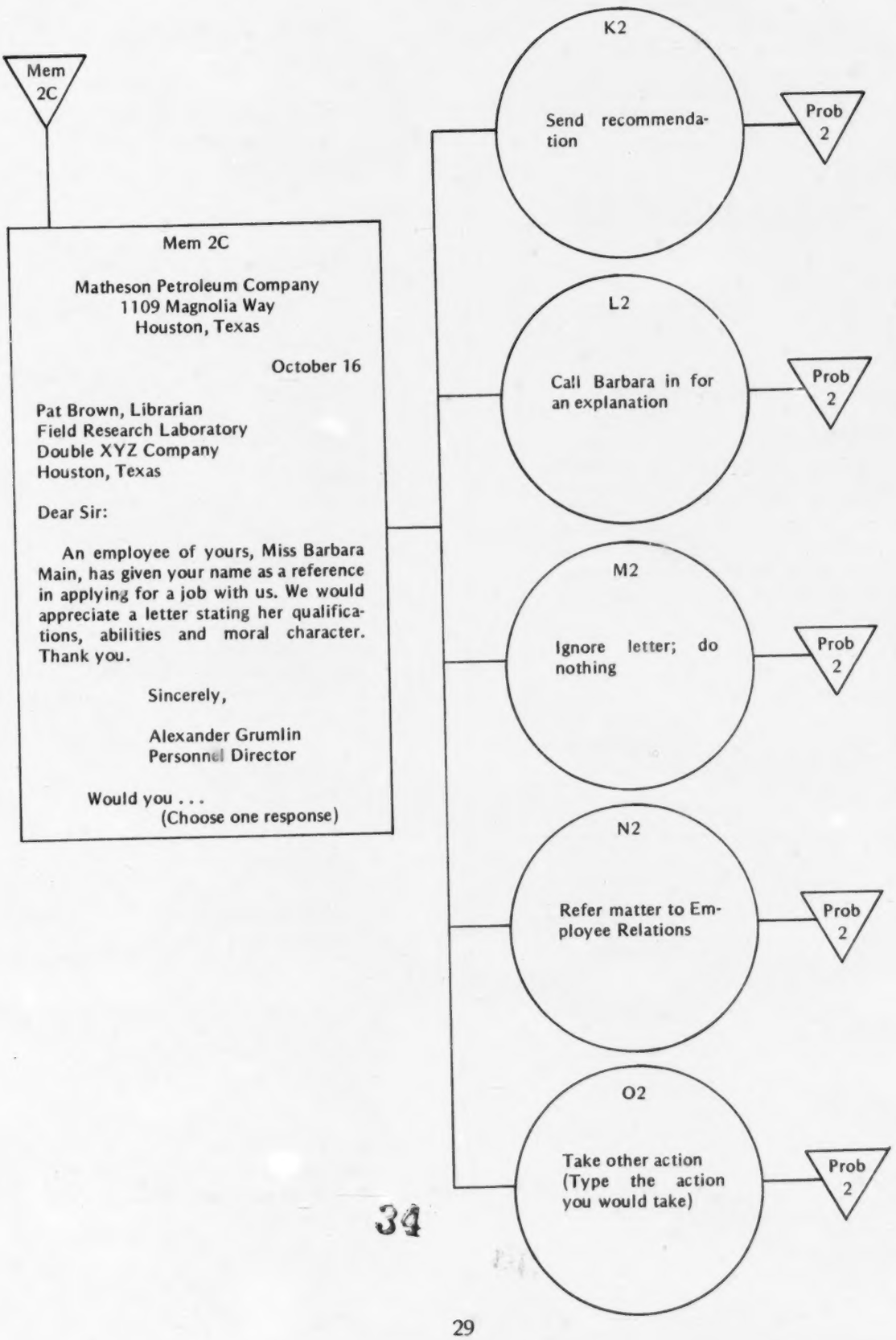

Mem 12
Mem 12
Memo
October 14
To: Pat Brown
From: Barbara
Last week I sent you a memo asking for my January vacation time to be taken at Thanksgiving. I haven't heard from you yet and I really need to know immediately. My sister wants me to be in her wedding. Please let me know by tomorrow.
Would you . . .
(Choose one response)
2A
Refer her to the company personnel policy manual statement which says no early vacations may be taken
Mem 2A
2B
Ignore her memo
Mem 2B
2C
Grant her request
Mem 2C
2D
Refer her to Employee Relations
Mem 2D
2E
Take other action (Type the action you would take)
Mem 2E


Mem 2A
Mem 2A
Memo
October 16
To: All Departments
From: General Administration
Please change section 3, paragraph 3, page 8 of the company personnel manual to read: "Vacations may be taken earlier than earned with the approval of the department head, immediate supervisor and division head, if personnel records show good company standing and an acceptable reason is given for the request."
This change is effective as of October 12.
Would you . . .
(Choose one response)
A2
Call Barbara in and ask for an "acceptable reason"
Prob 2
B2
Ignore memo since Barbara will undoubtedly hear about it and come to see you about it on her own
Prob 2
C2
Ignore memo since Barbara made request before policy went into effect
Prob 2
D2
Confer with other department heads about implementation of new policy before calling Barbara in
Prob 2
E2
Take other action (Type the action you would take)
Prob 2

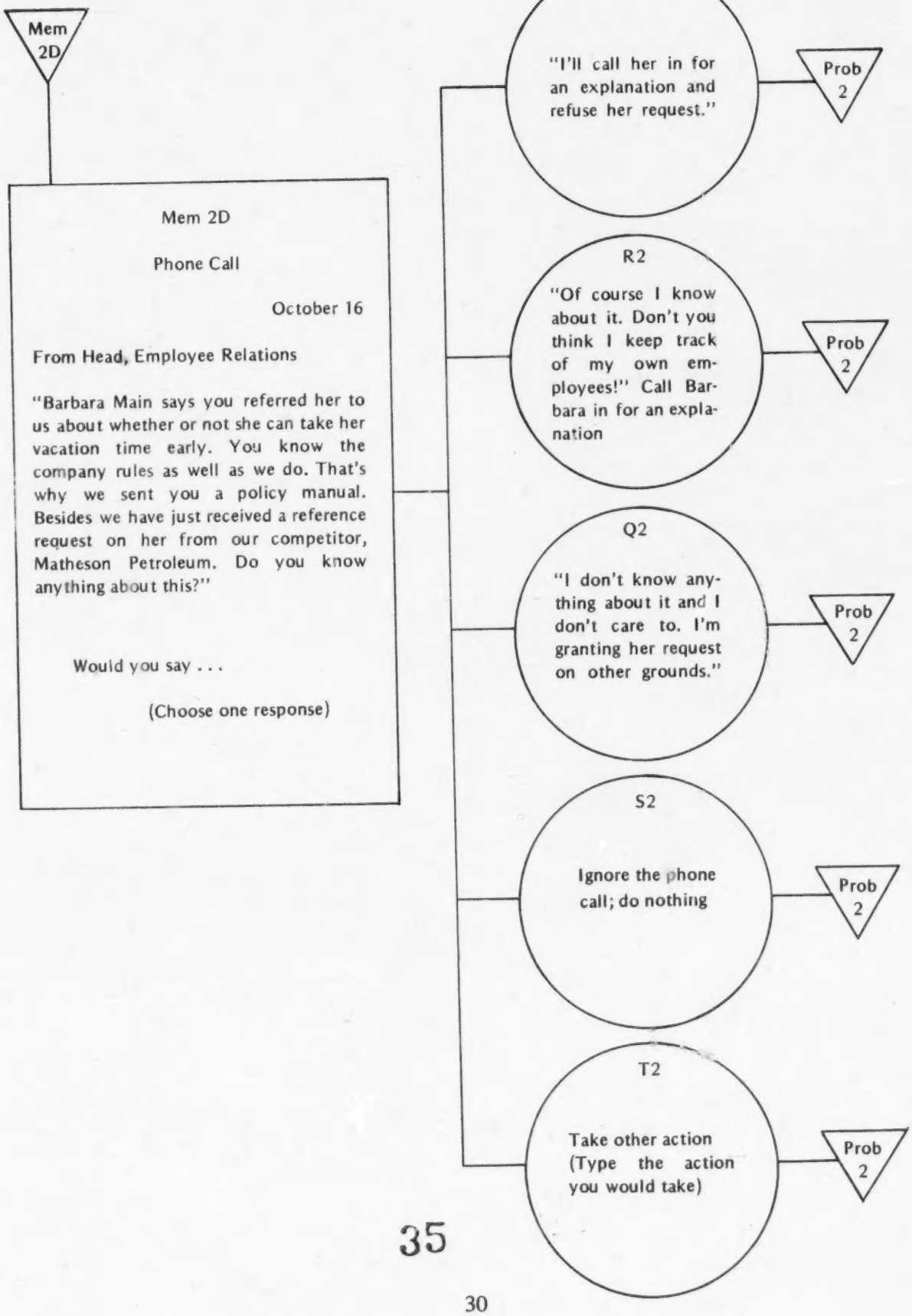
32

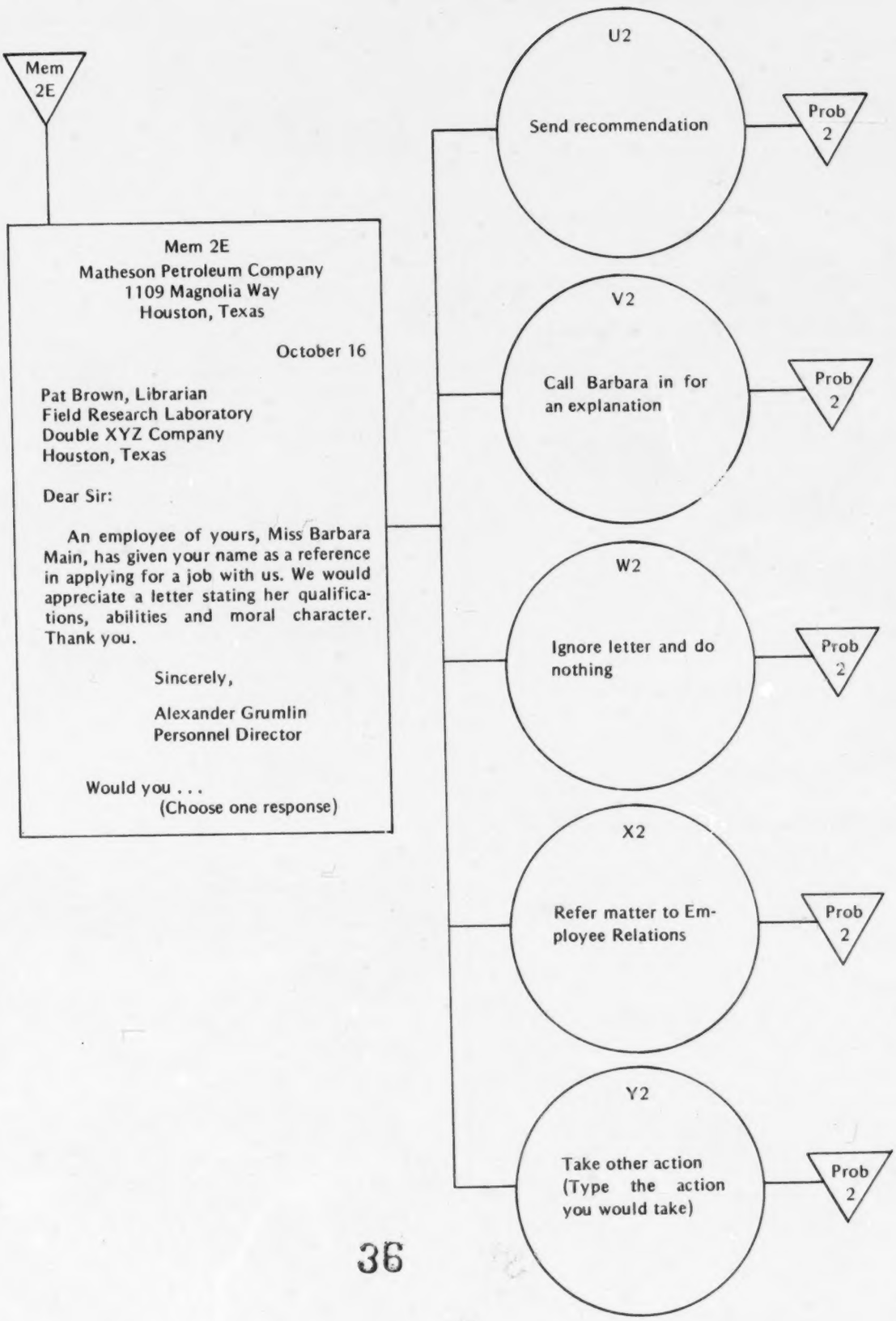

Mem 2B
Mem 2B
October 16
Phone call from Head, Administration and General Services
"One of your people, Barbara Main, has just come to me with the complaint that she requested early vacation time from you twice and you have not answered her memos or conferred with her. We try to keep good relations with our employees and I think the least you could do is talk to them once in a while!"
Would you say . . .
(Choose one response)
F2
"I don't know anything about it. The memo must never have reached me." Call Barbara in for a reckoning
Prob 2
G2
"I must have slipped up. Thank you." Do nothing
Prob 2
H2
"I must have slipped up. Thank you." Call Barbara in for a conference
Prob 2
I2
"Thank you. I'll look into it." Send Barbara a memo granting her request
Prob 2
J2
Take other action (Type the action you would take)
Prob 2

33

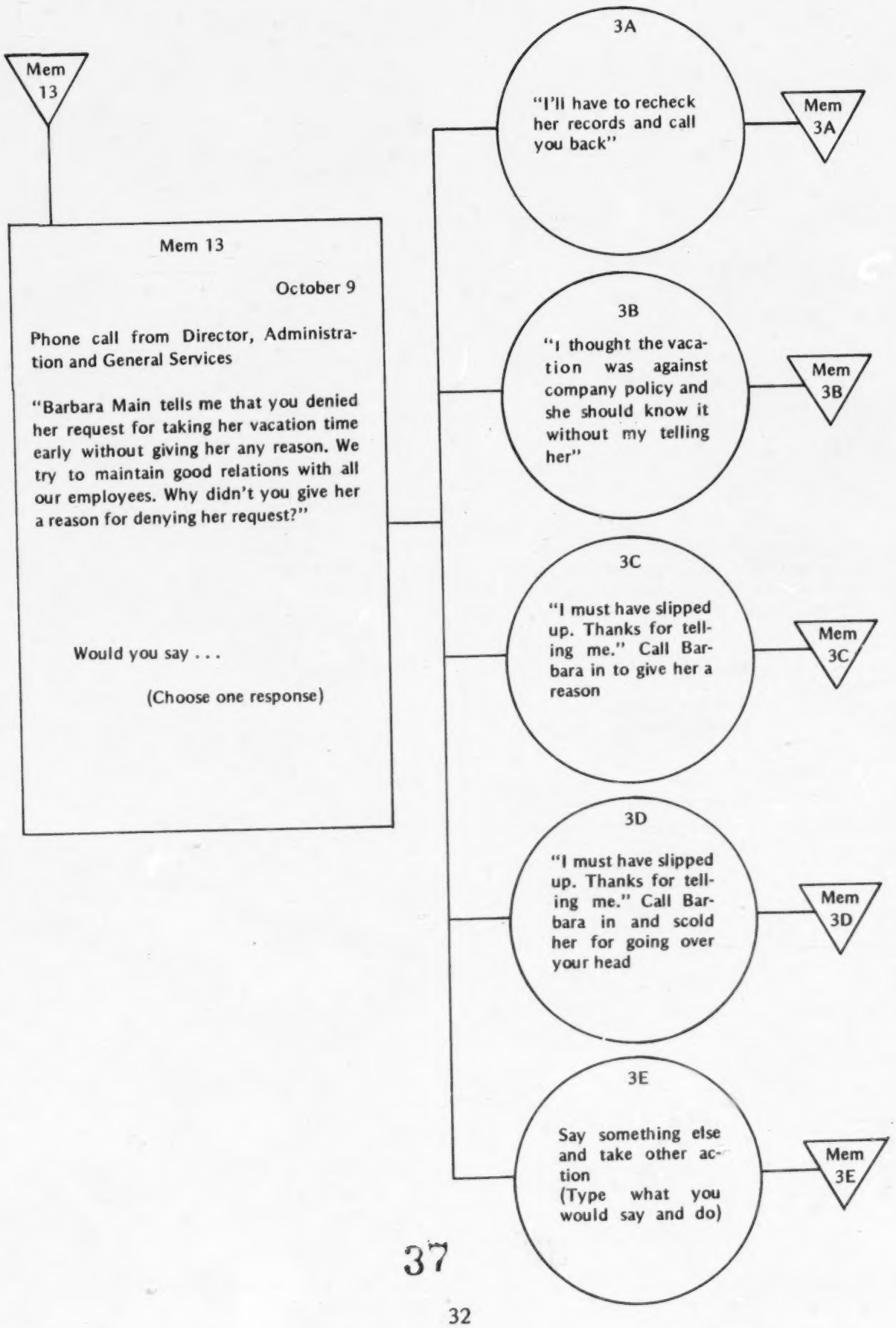

Mem
2C
Mem 2C
Matheson Petroleum Company
1109 Magnolia Way
Houston, Texas
October 16
Pat Brown, Librarian
Field Research Laboratory
Double XYZ Company
Houston, Texas
Dear Sir:
An employee of yours, Miss Barbara Main, has given your name as a reference in applying for a job with us. We would appreciate a letter stating her qualifications, abilities and moral character. Thank you.
Sincerely,
Alexander Grumlin
Personnel Director
Would you . . .
(Choose one response)
K2
Send recommendation
Prob
2
L2
Call Barbara in for an explanation
Prob
2
M2
Ignore letter; do nothing
Prob
2
N2
Refer matter to Employee Relations
Prob
2
O2
Take other action (Type the action you would take)
Prob
2

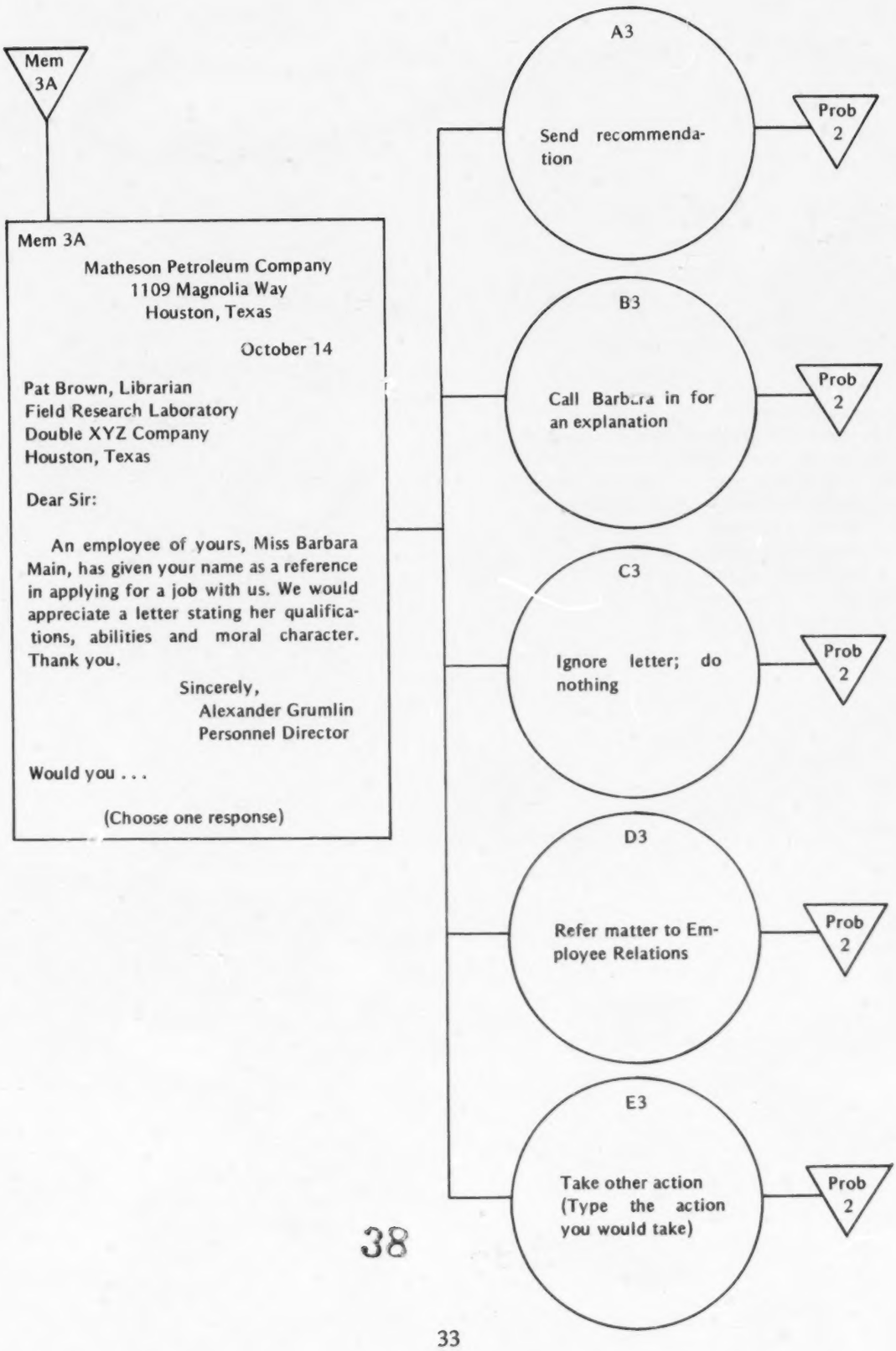
34


Mem 2D
Mem 2D
Phone Call
October 16
From Head, Employee Relations
"Barbara Main says you referred her to us about whether or not she can take her vacation time early. You know the company rules as well as we do. That's why we sent you a policy manual. Besides we have just received a reference request on her from our competitor, Matheson Petroleum. Do you know anything about this?"
Would you say . . .
(Choose one response)
P2
"I'll call her in for an explanation and refuse her request."
Prob 2
R2
"Of course I know about it. Don't you think I keep track of my own employees!" Call Barbara in for an explanation
Prob 2
Q2
"I don't know anything about it and I don't care to. I'm granting her request on other grounds."
Prob 2
S2
Ignore the phone call; do nothing
Prob 2
T2
Take other action (Type the action you would take)
Prob 2

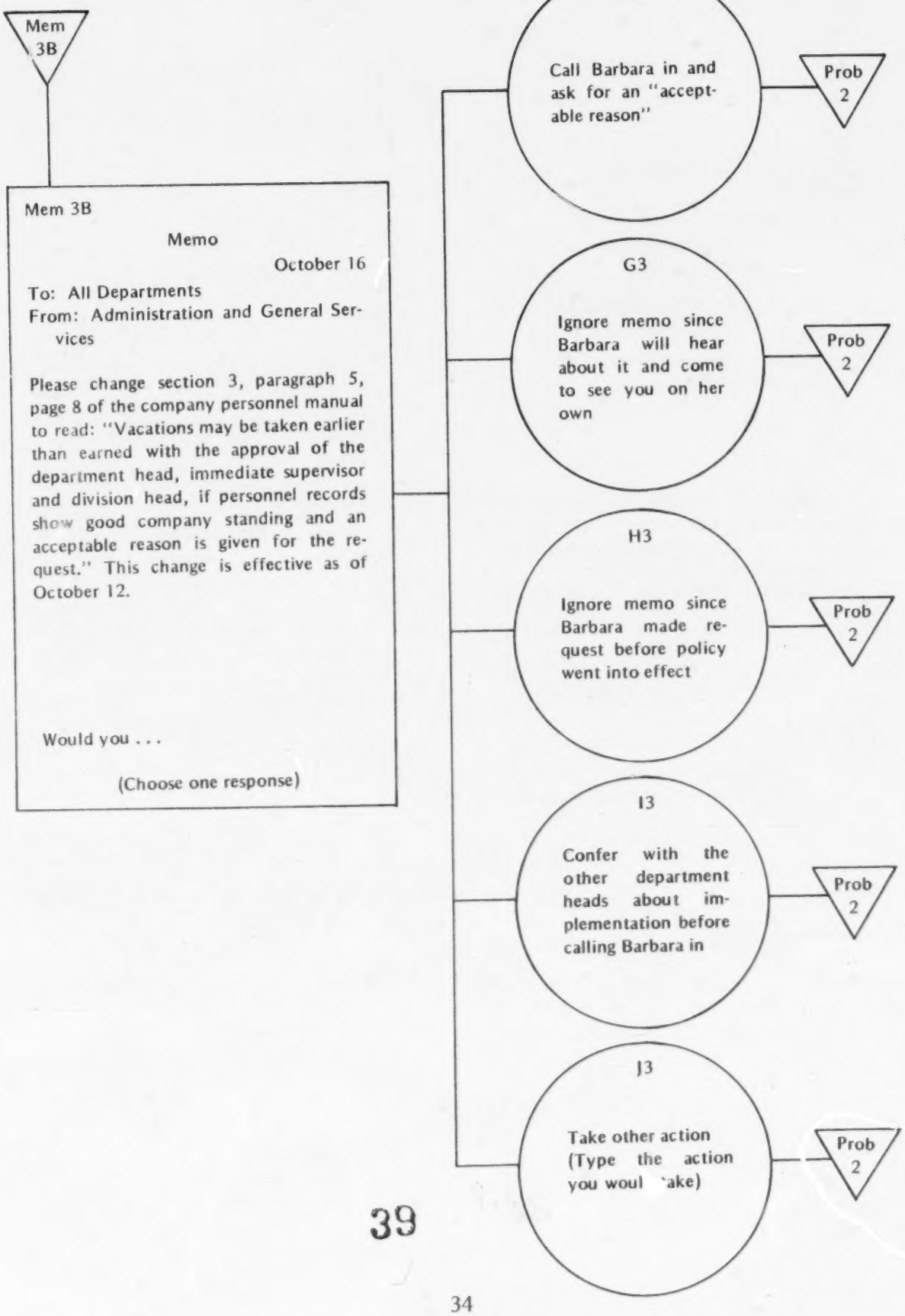

Mem
2E
Mem 2E
Matheson Petroleum Company
1109 Magnolia Way
Houston, Texas
October 16
Pat Brown, Librarian
Field Research Laboratory
Double XYZ Company
Houston, Texas
Dear Sir:
An employee of yours, Miss Barbara Main, has given your name as a reference in applying for a job with us. We would appreciate a letter stating her qualifications, abilities and moral character. Thank you.
Sincerely,
Alexander Grumlin
Personnel Director
Would you . . .
(Choose one response)
U2
Send recommendation
Prob 2
V2
Call Barbara in for an explanation
Prob 2
W2
Ignore letter and do nothing
Prob 2
X2
Refer matter to Employee Relations
Prob 2
Y2
Take other action (Type the action you would take)
Prob 2

36

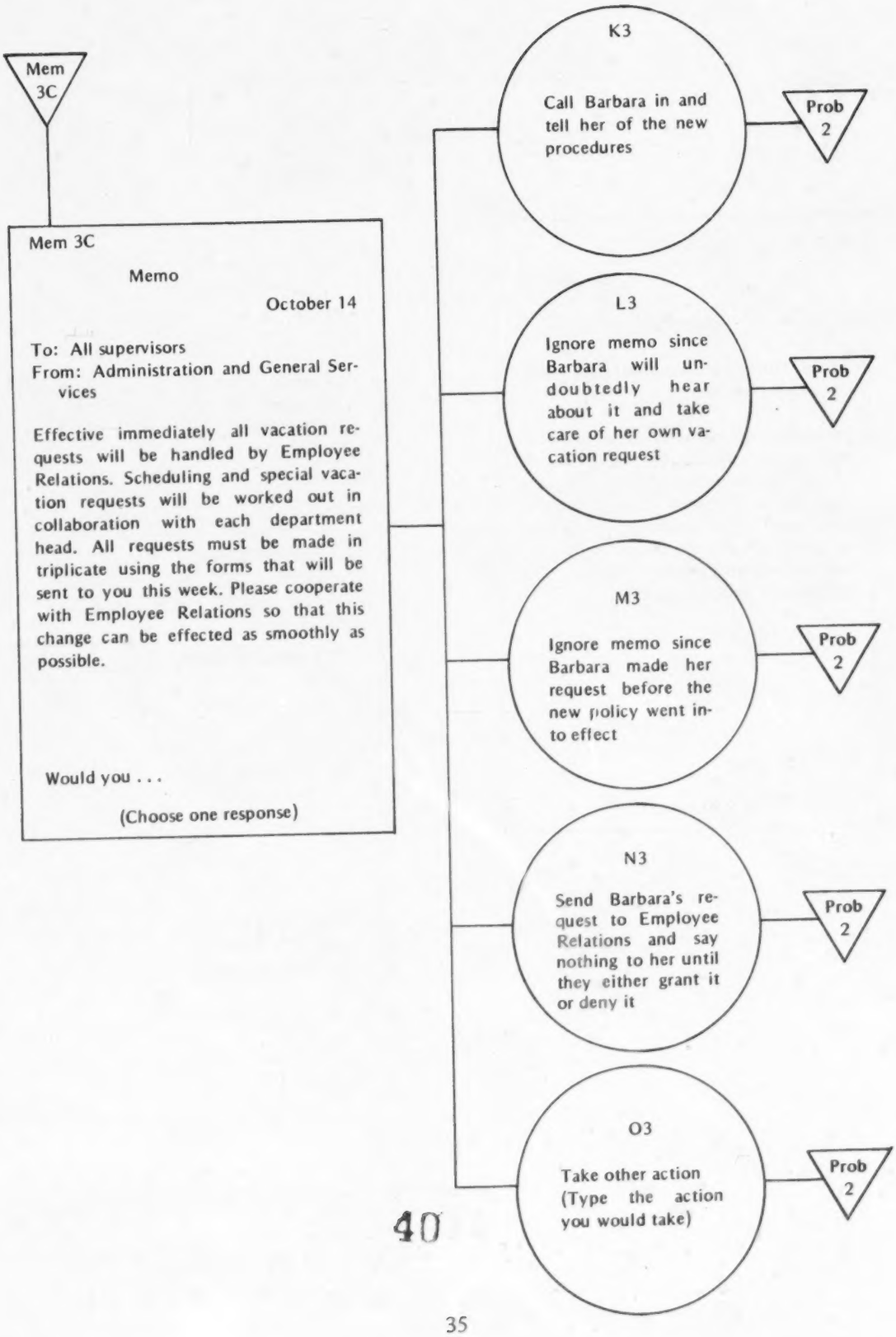

Mem 13
Mem 13
October 9
Phone call from Director, Administration and General Services
"Barbara Main tells me that you denied her request for taking her vacation time early without giving her any reason. We try to maintain good relations with all our employees. Why didn't you give her a reason for denying her request?"
Would you say . . .
(Choose one response)
3A
"I'll have to recheck her records and call you back"
Mem 3A
3B
"I thought the vacation was against company policy and she should know it without my telling her"
Mem 3B
3C
"I must have slipped up. Thanks for telling me." Call Barbara in to give her a reason
Mem 3C
3D
"I must have slipped up. Thanks for telling me." Call Barbara in and scold her for going over your head
Mem 3D
3E
Say something else and take other action
(Type what you would say and do)
Mem 3E


Mem 3A
Mem 3A
Matheson Petroleum Company
1109 Magnolia Way
Houston, Texas
October 14
Pat Brown, Librarian
Field Research Laboratory
Double XYZ Company
Houston, Texas
Dear Sir:
An employee of yours, Miss Barbara Main, has given your name as a reference in applying for a job with us. We would appreciate a letter stating her qualifications, abilities and moral character. Thank you.
Sincerely,
Alexander Grumlin
Personnel Director
Would you . . .
(Choose one response)
A3
Send recommendation
Prob 2
B3
Call Barbara in for an explanation
Prob 2
C3
Ignore letter; do nothing
Prob 2
D3
Refer matter to Employee Relations
Prob 2
E3
Take other action (Type the action you would take)
Prob 2

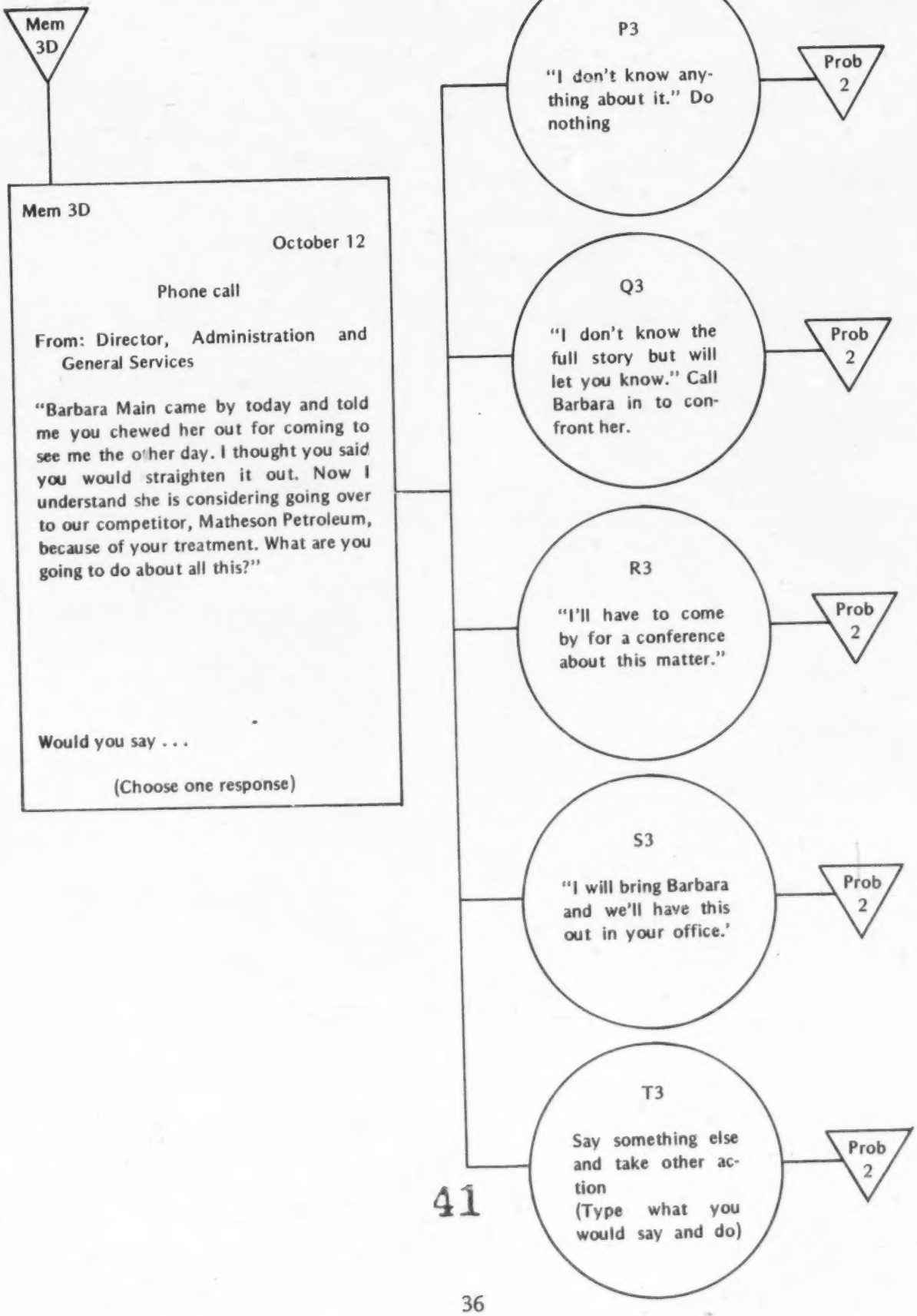
38


Mem 3B
Mem 3B
Memo
October 16
To: All Departments
From: Administration and General Services
Please change section 3, paragraph 5, page 8 of the company personnel manual to read: "Vacations may be taken earlier than earned with the approval of the department head, immediate supervisor and division head, if personnel records show good company standing and an acceptable reason is given for the request." This change is effective as of October 12.
Would you . . .
(Choose one response)
F3
Call Barbara in and ask for an "acceptable reason"
Prob 2
G3
Ignore memo since Barbara will hear about it and come to see you on her own
Prob 2
H3
Ignore memo since Barbara made request before policy went into effect
Prob 2
I3
Confer with the other department heads about implementation before calling Barbara in
Prob 2
J3
Take other action (Type the action you woul ake)
Prob 2

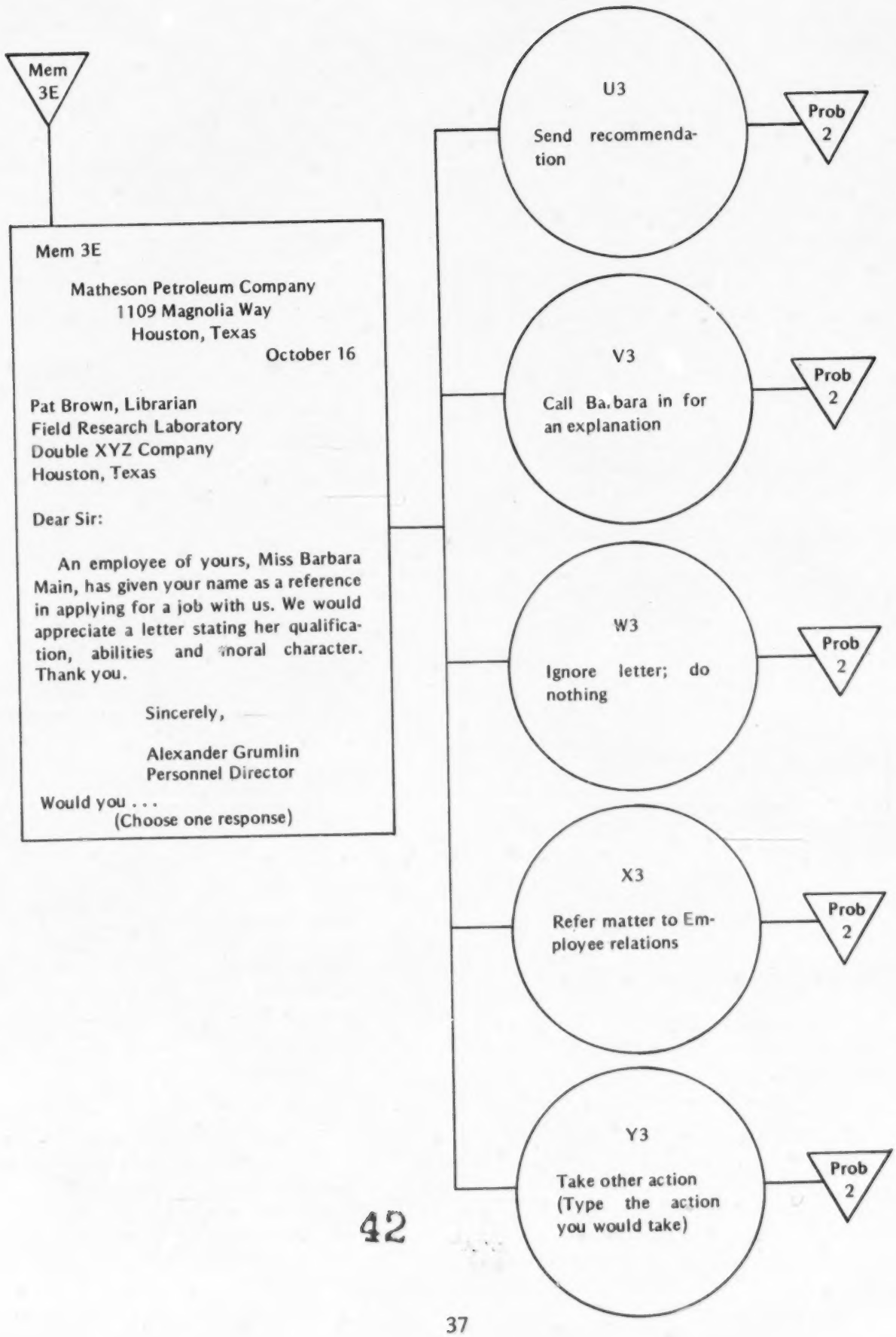
39


Mem 3C
Mem 3C
Memo
October 14
To: All supervisors
From: Administration and General Services
Effective immediately all vacation requests will be handled by Employee Relations. Scheduling and special vacation requests will be worked out in collaboration with each department head. All requests must be made in triplicate using the forms that will be sent to you this week. Please cooperate with Employee Relations so that this change can be effected as smoothly as possible.
Would you . . .
(Choose one response)
K3
Call Barbara in and tell her of the new procedures
Prob 2
L3
Ignore memo since Barbara will undoubtedly hear about it and take care of her own vacation request
Prob 2
M3
Ignore memo since Barbara made her request before the new policy went into effect
Prob 2
N3
Send Barbara's request to Employee Relations and say nothing to her until they either grant it or deny it
Prob 2
O3
Take other action (Type the action you would take)
Prob 2

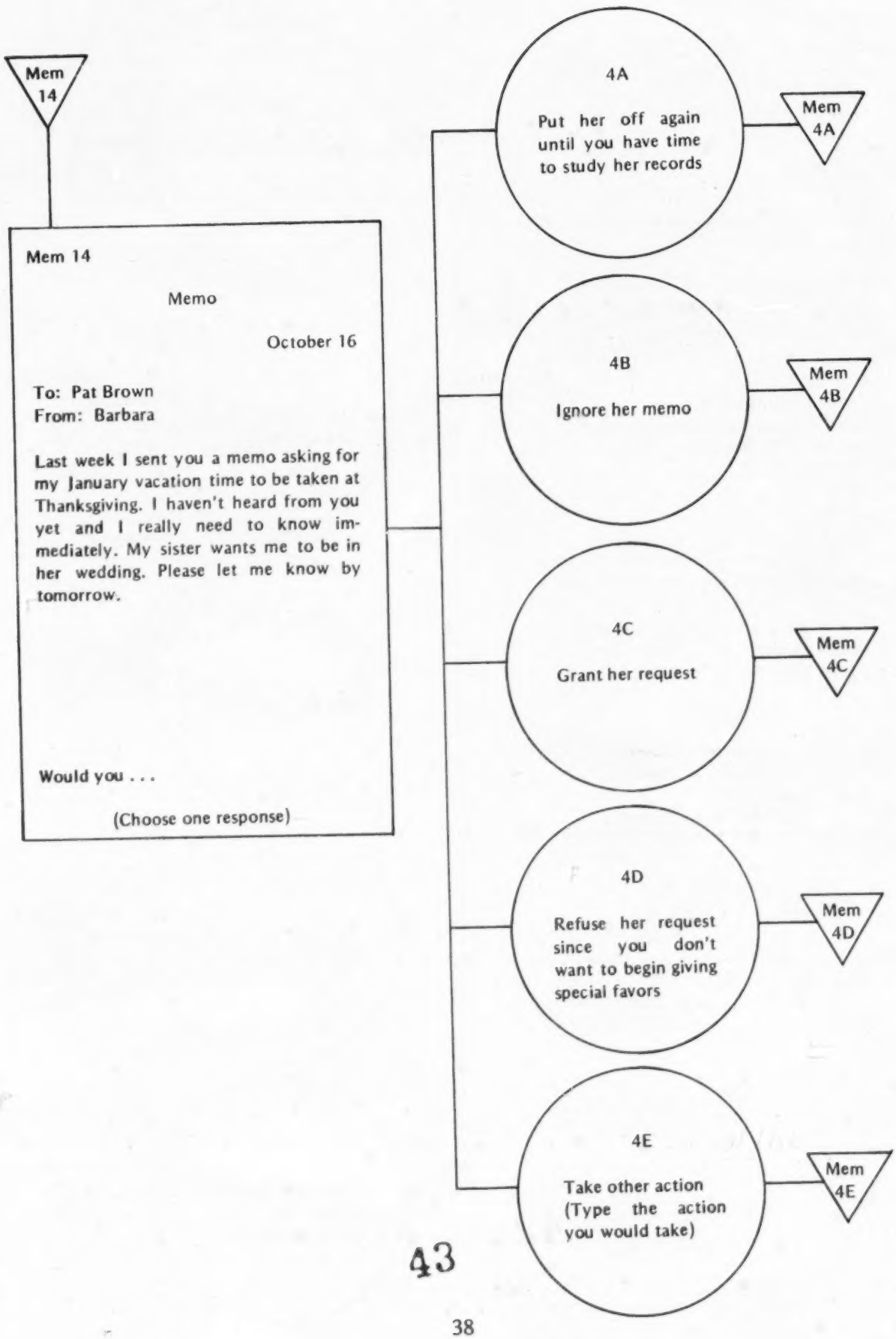
40


Mem 3D
Mem 3D
October 12
Phone call
From: Director, Administration and General Services
"Barbara Main came by today and told me you chewed her out for coming to see me the other day. I thought you said you would straighten it out. Now I understand she is considering going over to our competitor, Matheson Petroleum, because of your treatment. What are you going to do about all this?"
Would you say . . .
(Choose one response)
P3
"I don't know anything about it." Do nothing
Prob 2
Q3
"I don't know the full story but will let you know." Call Barbara in to confront her.
Prob 2
R3
"I'll have to come by for a conference about this matter."
Prob 2
S3
"I will bring Barbara and we'll have this out in your office.'
Prob 2
T3
Say something else and take other action
(Type what you would say and do)
Prob 2

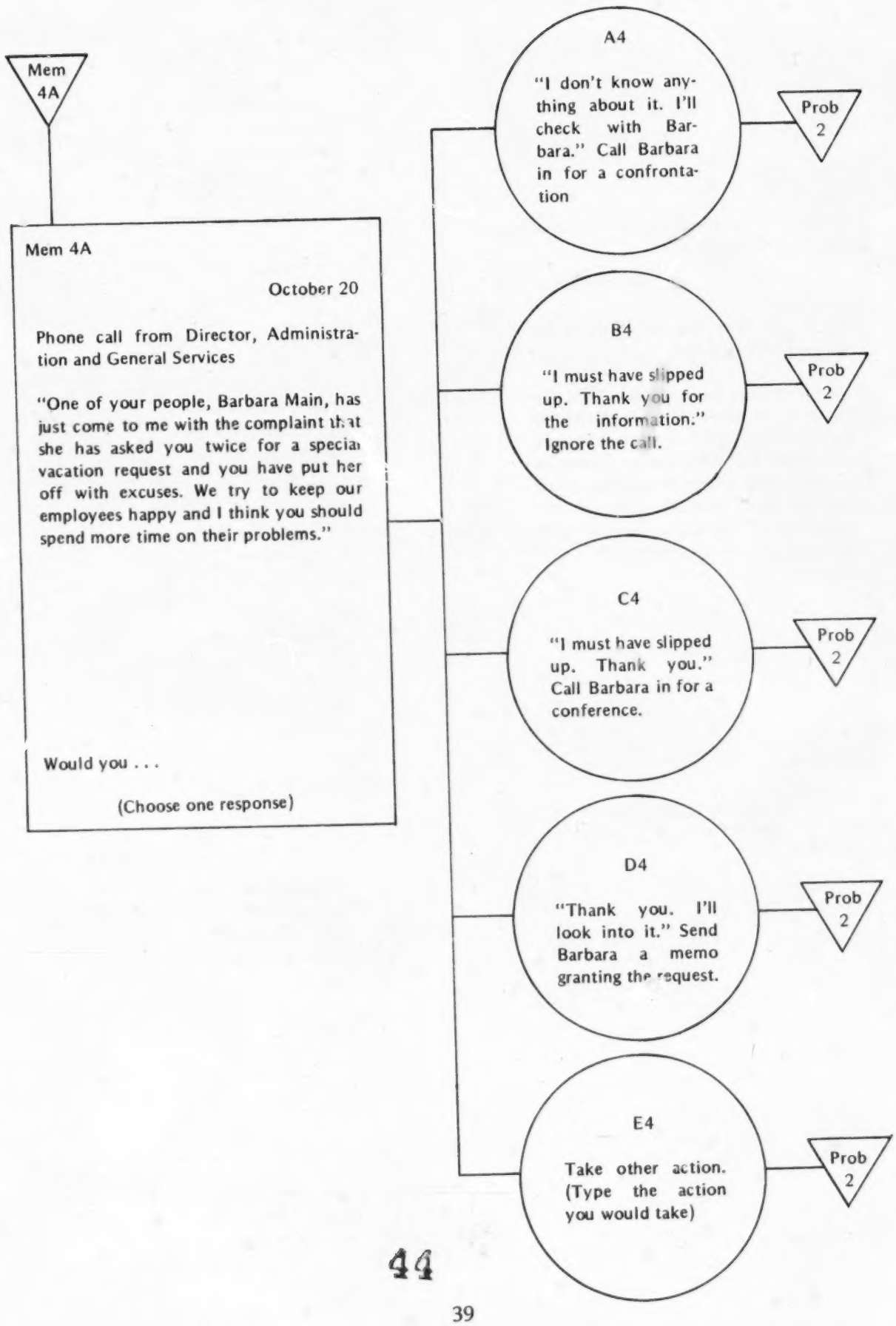
41


Mem 3E
Mem 3E
Matheson Petroleum Company
1109 Magnolia Way
Houston, Texas
October 16
Pat Brown, Librarian
Field Research Laboratory
Double XYZ Company
Houston, Texas
Dear Sir:
An employee of yours, Miss Barbara Main, has given your name as a reference in applying for a job with us. We would appreciate a letter stating her qualification, abilities and moral character. Thank you.
Sincerely,
Alexander Grumlin
Personnel Director
Would you . . .
(Choose one response)
U3
Send recommendation
Prob 2
V3
Call Barbara in for an explanation
Prob 2
W3
Ignore letter; do nothing
Prob 2
X3
Refer matter to Employee relations
Prob 2
Y3
Take other action (Type the action you would take)
Prob 2

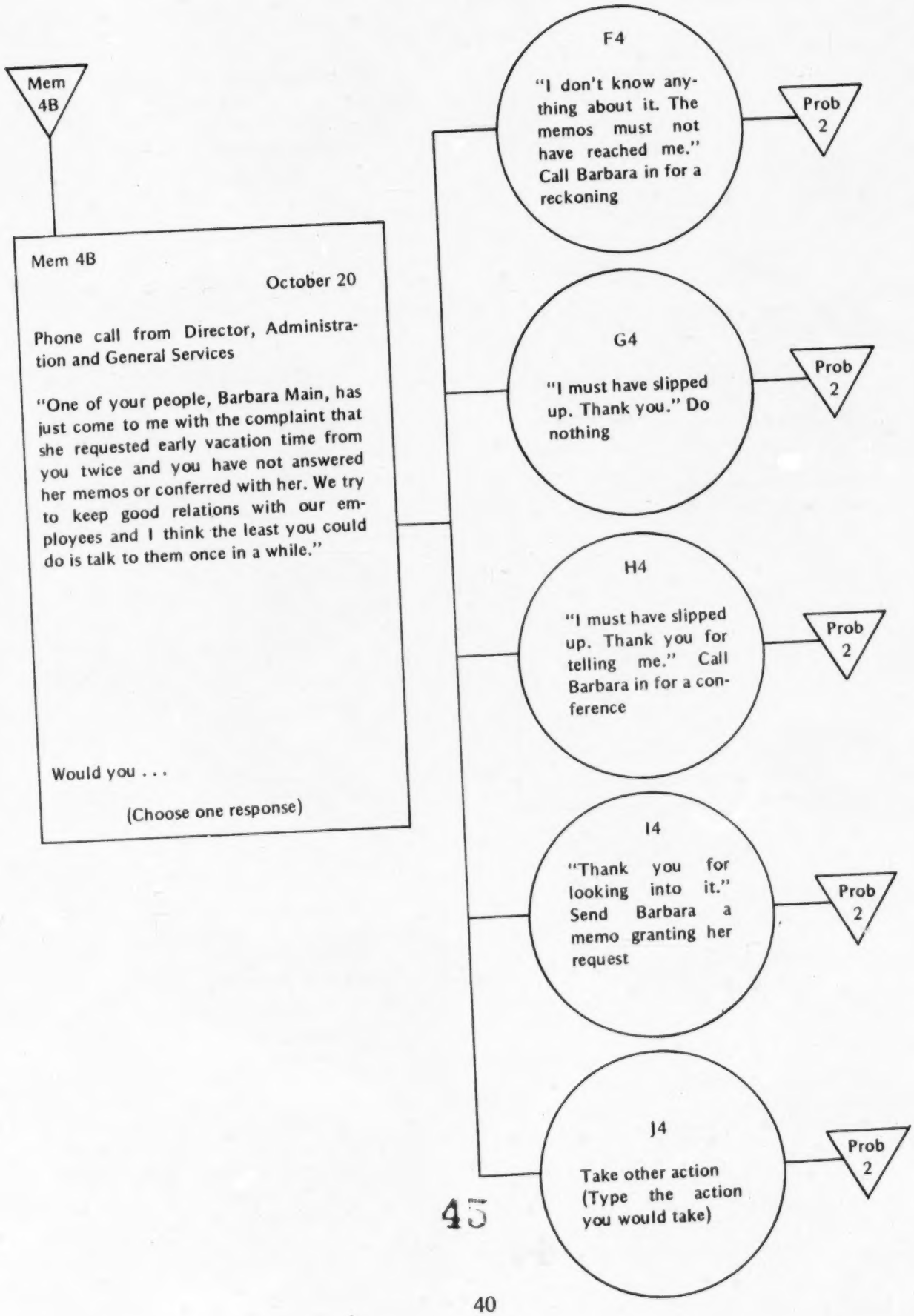
42


Mem 14
Mem 14
Memo
October 16
To: Pat Brown
From: Barbara
Last week I sent you a memo asking for my January vacation time to be taken at Thanksgiving. I haven't heard from you yet and I really need to know immediately. My sister wants me to be in her wedding. Please let me know by tomorrow.
Would you . . .
(Choose one response)
4A
Put her off again until you have time to study her records
Mem 4A
4B
Ignore her memo
Mem 4B
4C
Grant her request
Mem 4C
4D
Refuse her request since you don't want to begin giving special favors
Mem 4D
4E
Take other action (Type the action you would take)
Mem 4E

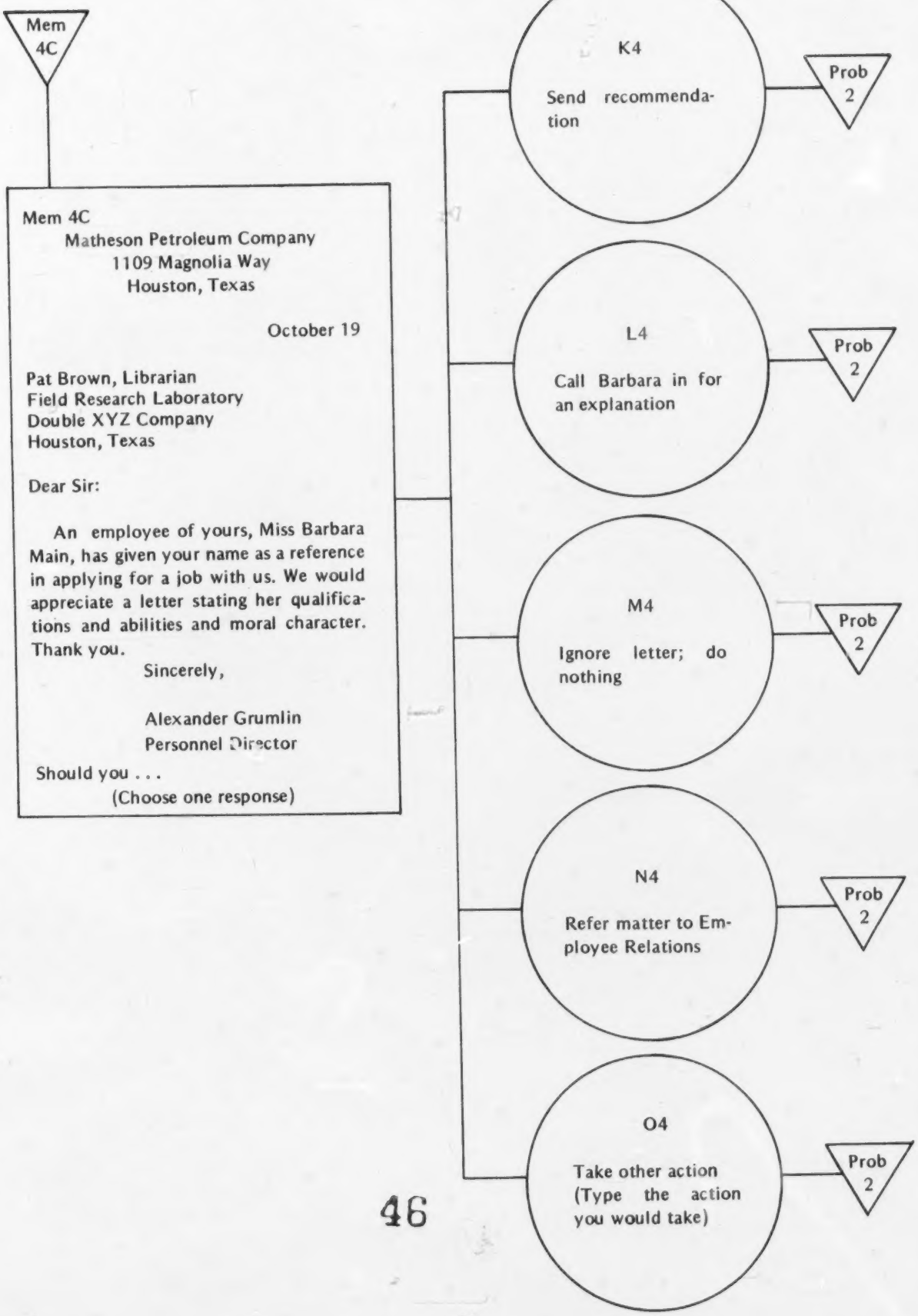
43


Mem 4A
Mem 4A
October 20
Phone call from Director, Administration and General Services
"One of your people, Barbara Main, has just come to me with the complaint that she has asked you twice for a special vacation request and you have put her off with excuses. We try to keep our employees happy and I think you should spend more time on their problems."
Would you . . .
(Choose one response)
A4
"I don't know anything about it. I'll check with Barbara." Call Barbara in for a confrontation
Prob 2
B4
"I must have slipped up. Thank you for the information." Ignore the call.
Prob 2
C4
"I must have slipped up. Thank you." Call Barbara in for a conference.
Prob 2
D4
"Thank you. I'll look into it." Send Barbara a memo granting the request.
Prob 2
E4
Take other action. (Type the action you would take)
Prob 2

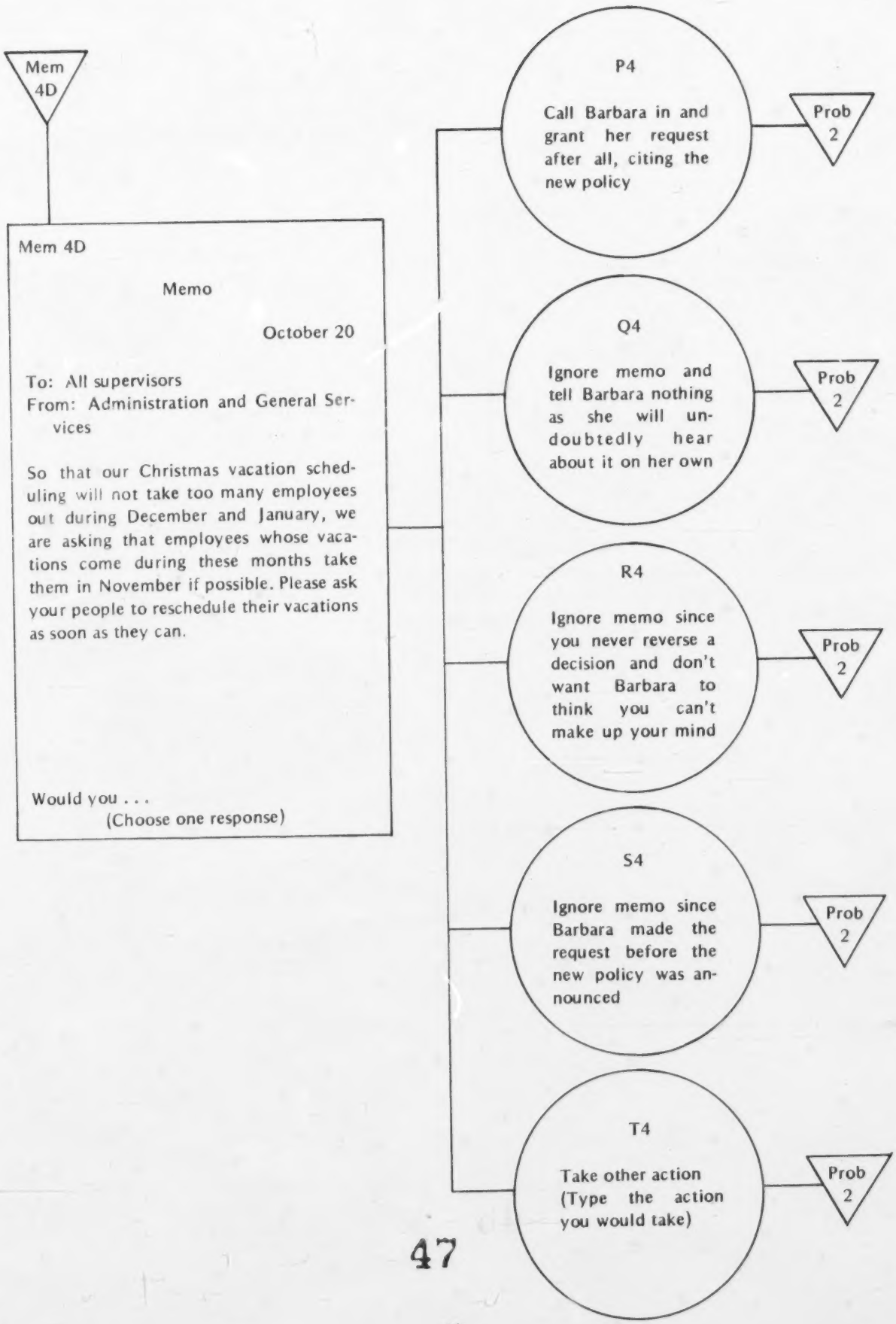
44


Mem 4B
Mem 4B
October 20
Phone call from Director, Administration and General Services
"One of your people, Barbara Main, has just come to me with the complaint that she requested early vacation time from you twice and you have not answered her memos or conferred with her. We try to keep good relations with our employees and I think the least you could do is talk to them once in a while."
Would you . . .
(Choose one response)
F4
"I don't know anything about it. The memos must not have reached me." Call Barbara in for a reckoning
Prob 2
G4
"I must have slipped up. Thank you." Do nothing
Prob 2
H4
"I must have slipped up. Thank you for telling me." Call Barbara in for a conference
Prob 2
I4
"Thank you for looking into it." Send Barbara a memo granting her request
Prob 2
J4
Take other action (Type the action you would take)
Prob 2

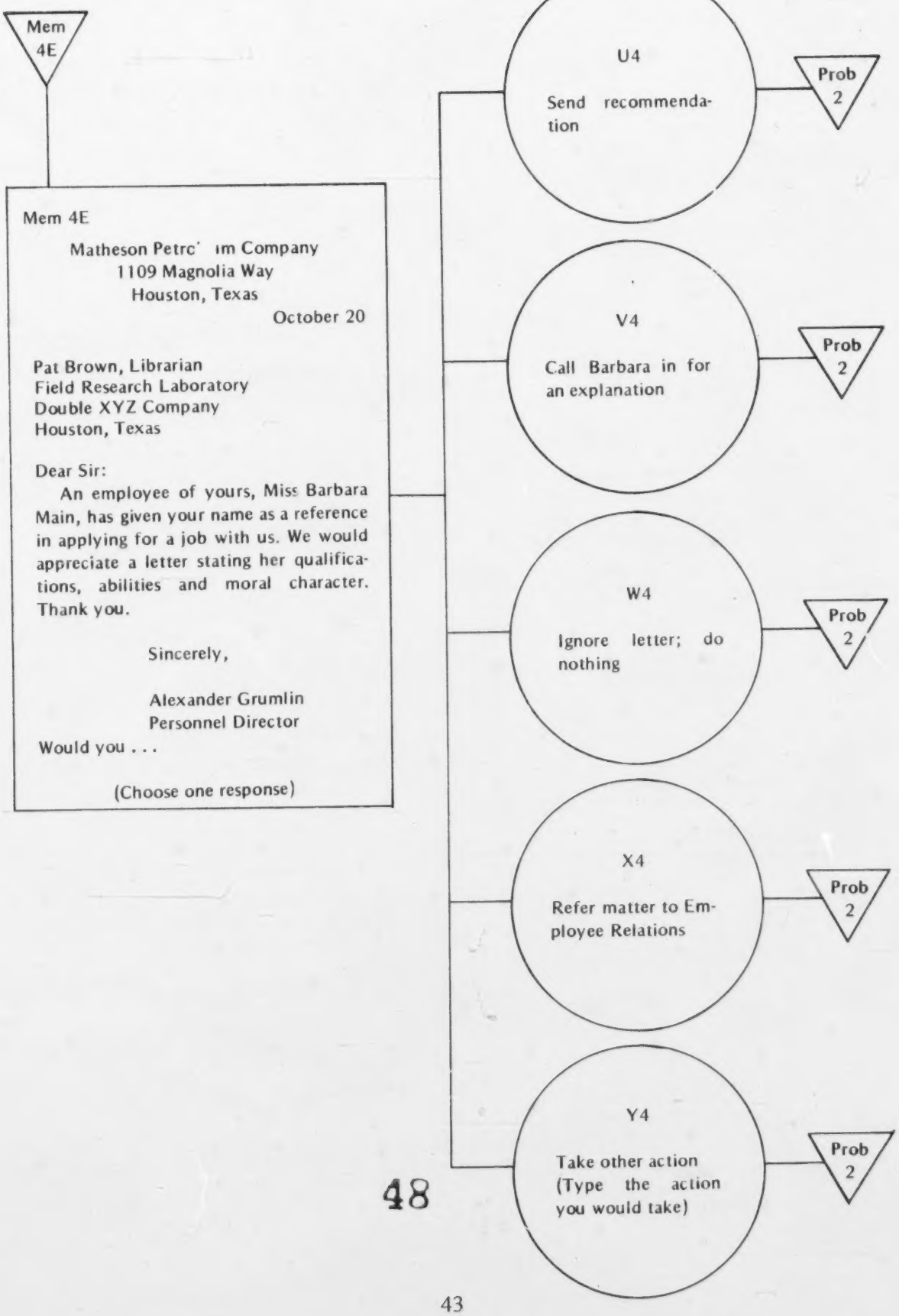
45


Mem
4C
Mem 4C
Matheson Petroleum Company
1109 Magnolia Way
Houston, Texas
October 19
Pat Brown, Librarian
Field Research Laboratory
Double XYZ Company
Houston, Texas
Dear Sir:
An employee of yours, Miss Barbara Main, has given your name as a reference in applying for a job with us. We would appreciate a letter stating her qualifications and abilities and moral character. Thank you.
Sincerely,
Alexander Grumlin
Personnel Director
Should you . . .
(Choose one response)
K4
Send recommendation
Prob 2
L4
Call Barbara in for an explanation
Prob 2
M4
Ignore letter; do nothing
Prob 2
N4
Refer matter to Employee Relations
Prob 2
O4
Take other action (Type the action you would take)
Prob 2

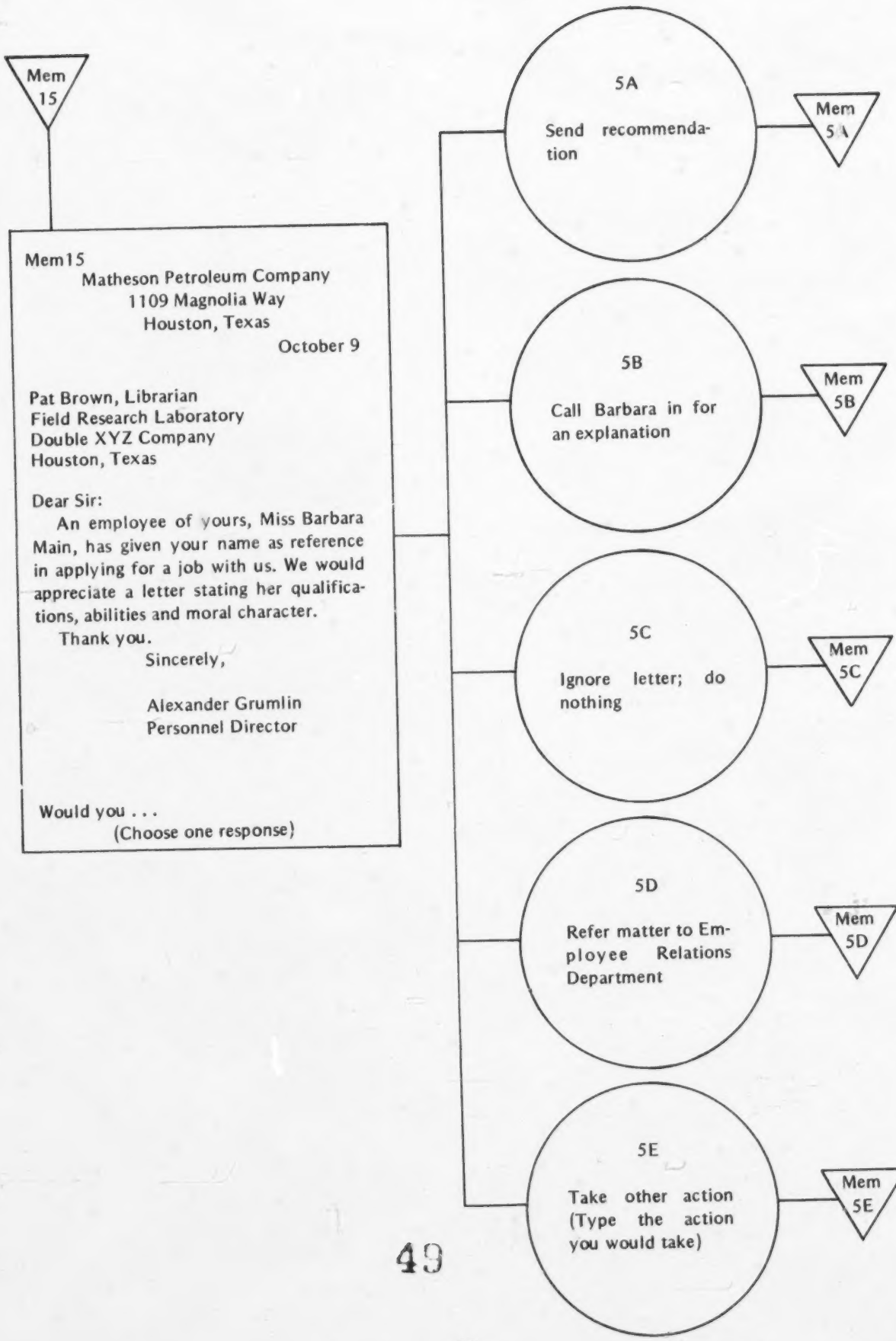
46

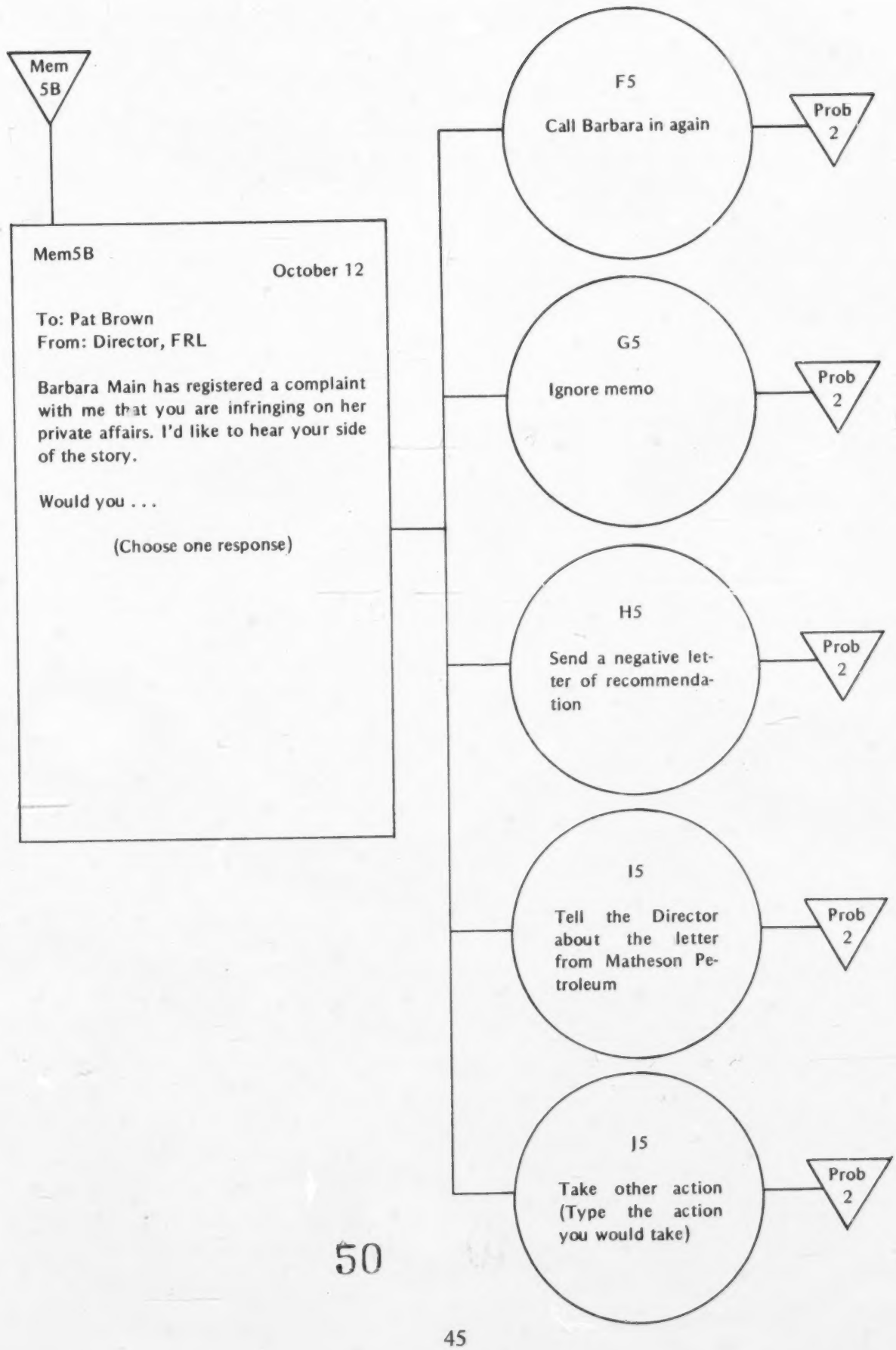

Mem 4D
Mem 4D
Memo
October 20
To: All supervisors
From: Administration and General Services
So that our Christmas vacation scheduling will not take too many employees out during December and January, we are asking that employees whose vacations come during these months take them in November if possible. Please ask your people to reschedule their vacations as soon as they can.
Would you . . .
(Choose one response)
P4
Call Barbara in and grant her request after all, citing the new policy
Prob 2
Q4
Ignore memo and tell Barbara nothing as she will undoubtedly hear about it on her own
Prob 2
R4
Ignore memo since you never reverse a decision and don't want Barbara to think you can't make up your mind
Prob 2
S4
Ignore memo since Barbara made the request before the new policy was announced
Prob 2
T4
Take other action (Type the action you would take)
Prob 2

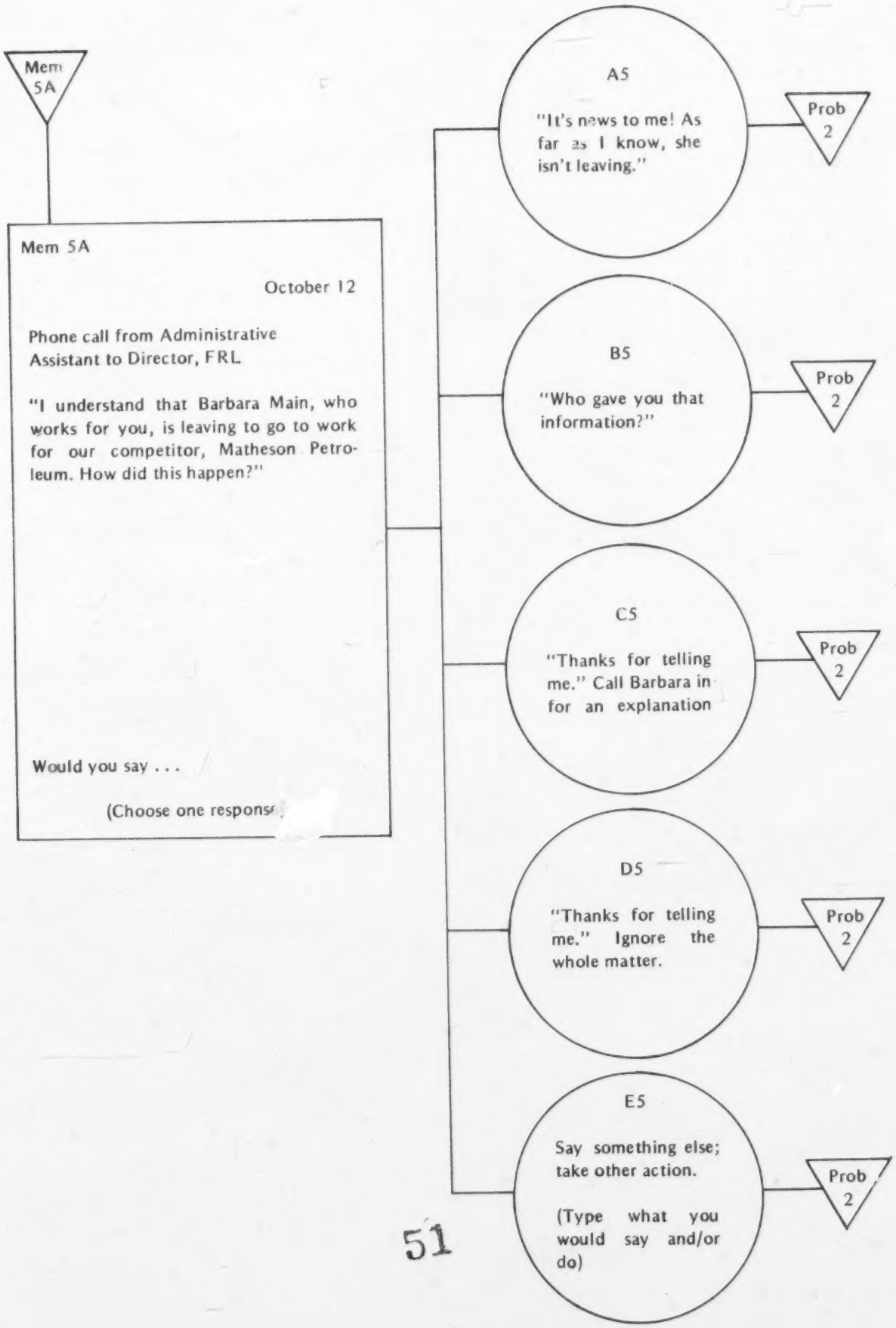
47


Mem 4E
Mem 4E
Matheson Petrc' im Company
1109 Magnolia Way
Houston, Texas
October 20
Pat Brown, Librarian
Field Research Laboratory
Double XYZ Company
Houston, Texas
Dear Sir:
An employee of yours, Miss Barbara Main, has given your name as a reference in applying for a job with us. We would appreciate a letter stating her qualifications, abilities and moral character. Thank you.
Sincerely,
Alexander Grumlin
Personnel Director
Would you . . .
(Choose one response)
U4
Send recommendation
Prob 2
V4
Call Barbara in for an explanation
Prob 2
W4
Ignore letter; do nothing
Prob 2
X4
Refer matter to Employee Relations
Prob 2
Y4
Take other action (Type the action you would take)
Prob 2

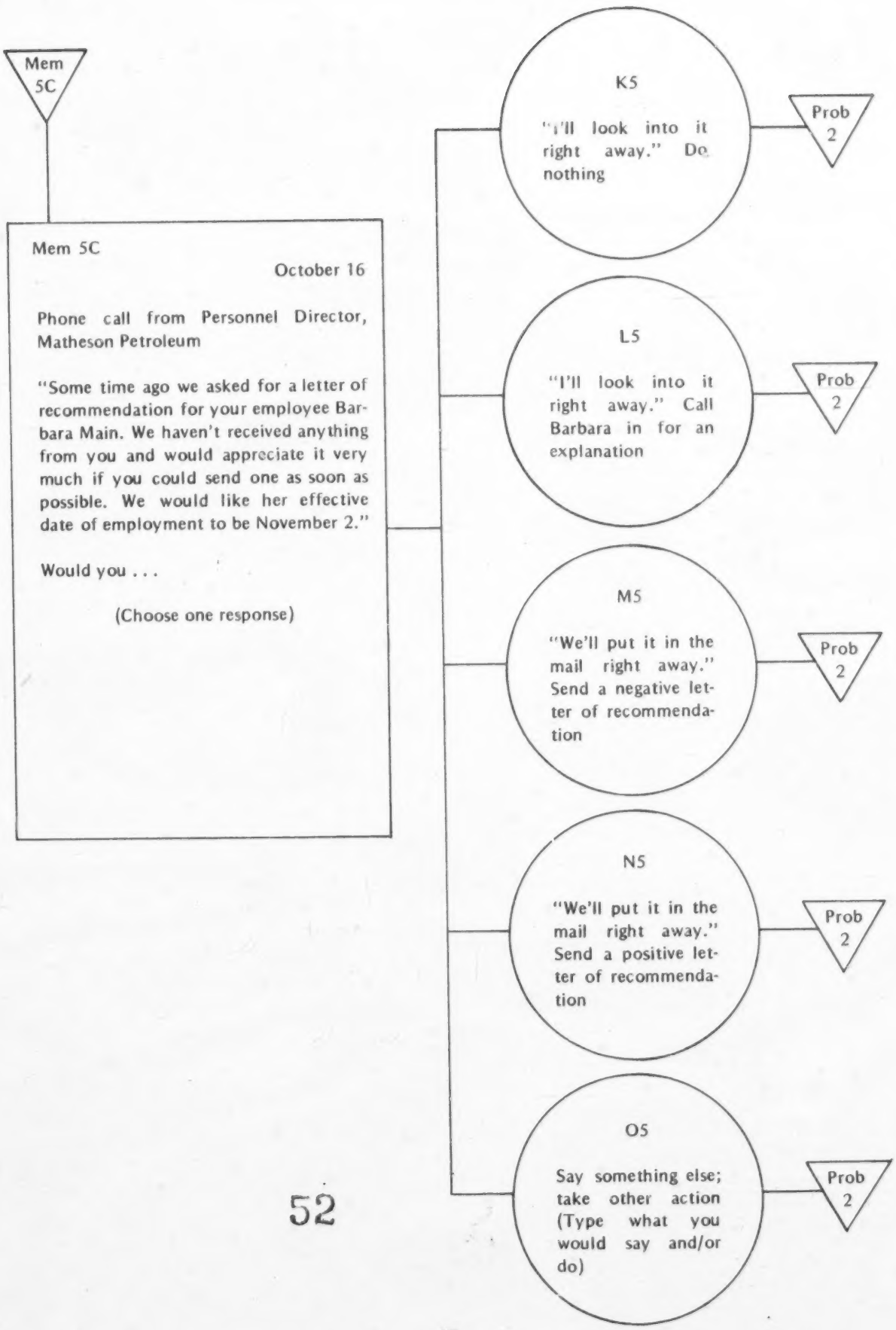
48

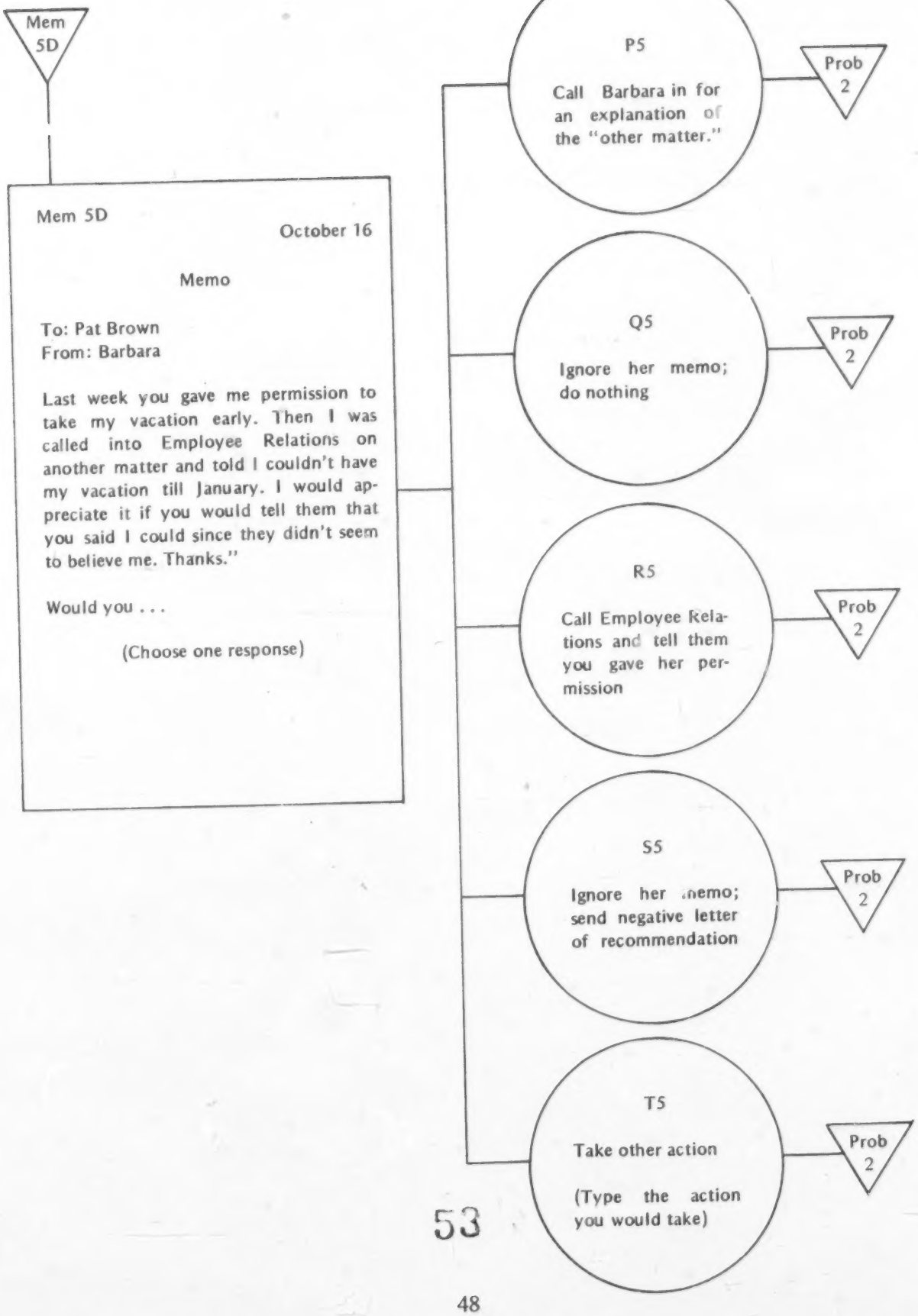

Mem 15
Mem15
Matheson Petroleum Company
1109 Magnolia Way
Houston, Texas
October 9
Pat Brown, Librarian
Field Research Laboratory
Double XYZ Company
Houston, Texas
Dear Sir:
An employee of yours, Miss Barbara Main, has given your name as reference in applying for a job with us. We would appreciate a letter stating her qualifications, abilities and moral character.
Thank you.
Sincerely,
Alexander Grumlin
Personnel Director
Would you . . .
(Choose one response)
5A
Send recommendation
Mem 5A
5B
Call Barbara in for an explanation
Mem 5B
5C
Ignore letter; do nothing
Mem 5C
5D
Refer matter to Employee Relations Department
Mem 5D
5E
Take other action (Type the action you would take)
Mem 5E

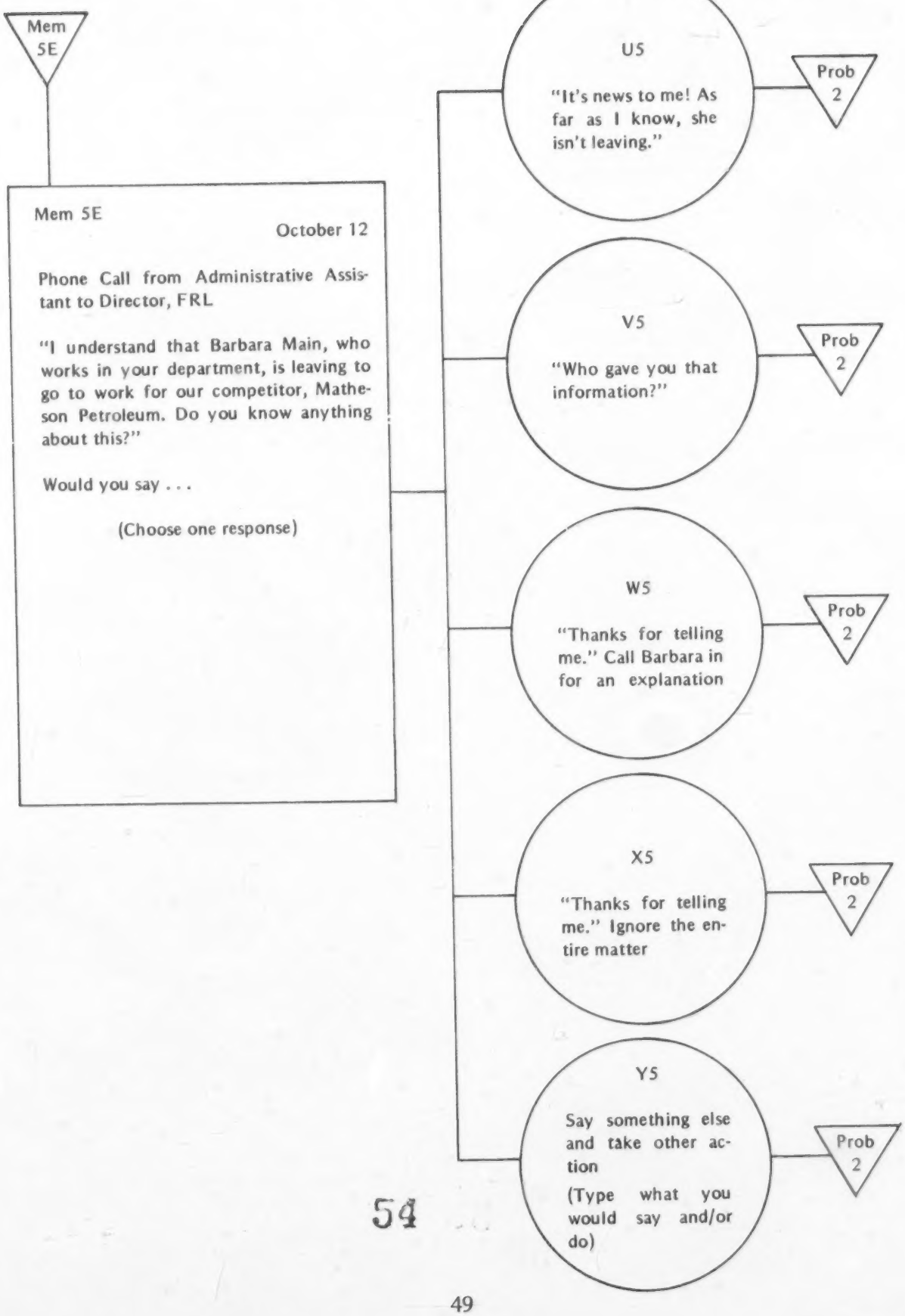

Mem
5B
Mem5B
October 12
To: Pat Brown
From: Director, FRL
Barbara Main has registered a complaint with me that you are infringing on her private affairs. I'd like to hear your side of the story.
Would you . . .
(Choose one response)
F5
Call Barbara in again
Prob
2
G5
Ignore memo
Prob
2
H5
Send a negative letter of recommendation
Prob
2
I5
Tell the Director about the letter from Matheson Petroleum
Prob
2
J5
Take other action (Type the action you would take)
Prob
2

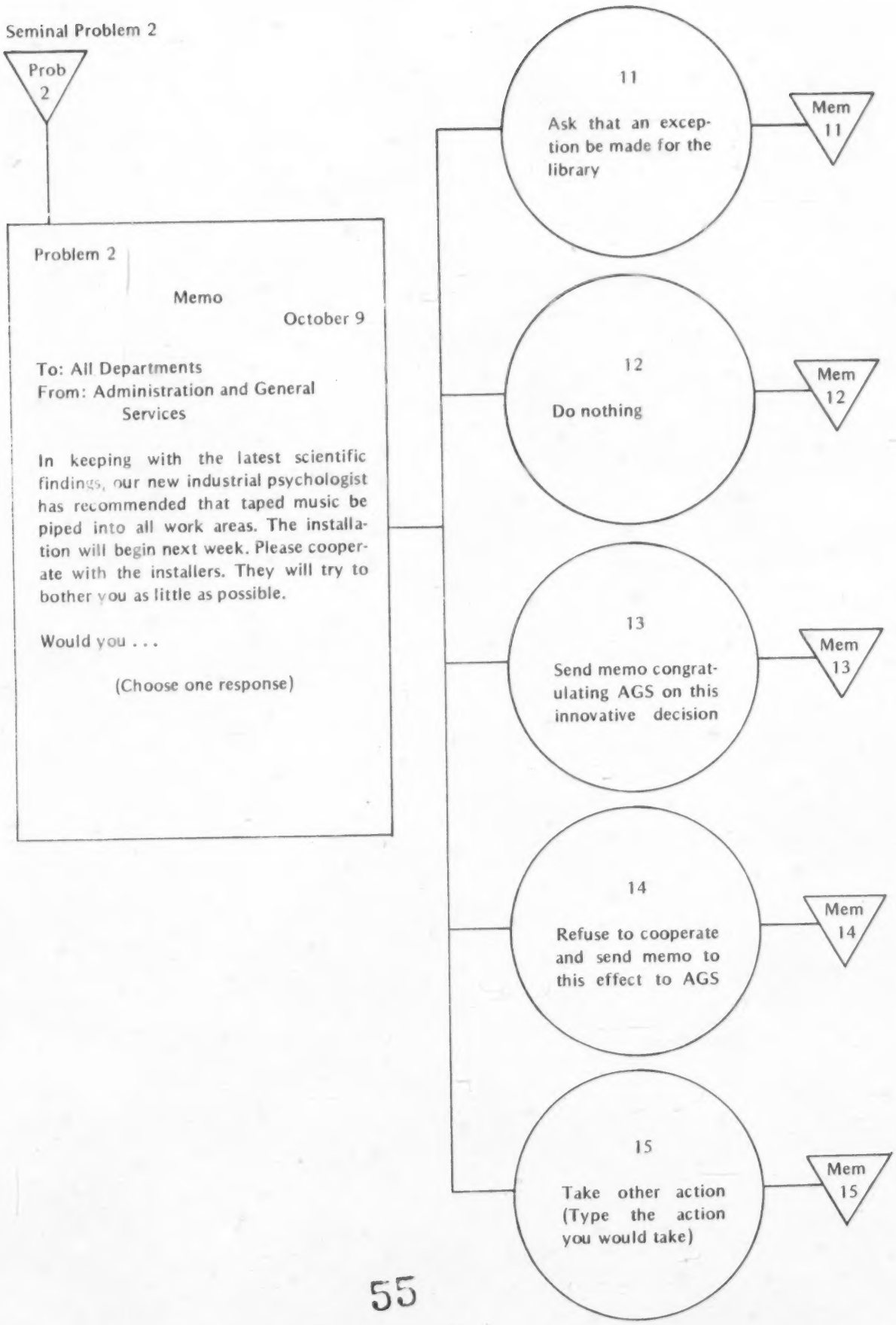

Mem 5A
Mem 5A
October 12
Phone call from Administrative Assistant to Director, FRL
"I understand that Barbara Main, who works for you, is leaving to go to work for our competitor, Matheson Petroleum. How did this happen?"
Would you say . . .
(Choose one response)
A5
"It's news to me! As far as I know, she isn't leaving."
Prob 2
B5
"Who gave you that information?"
Prob 2
C5
"Thanks for telling me." Call Barbara in for an explanation
Prob 2
D5
"Thanks for telling me." Ignore the whole matter.
Prob 2
E5
Say something else; take other action.
(Type what you would say and/or do)
Prob 2

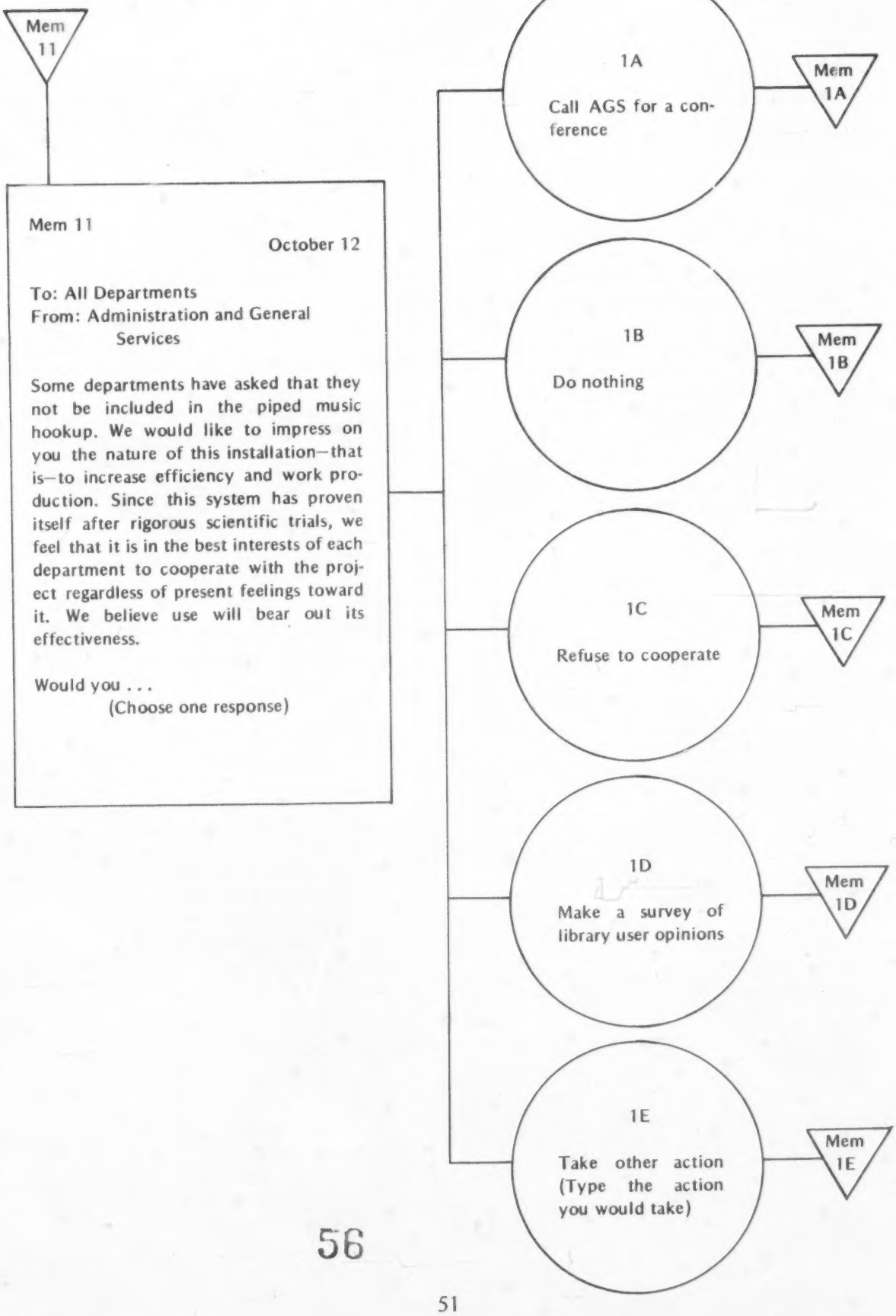
51

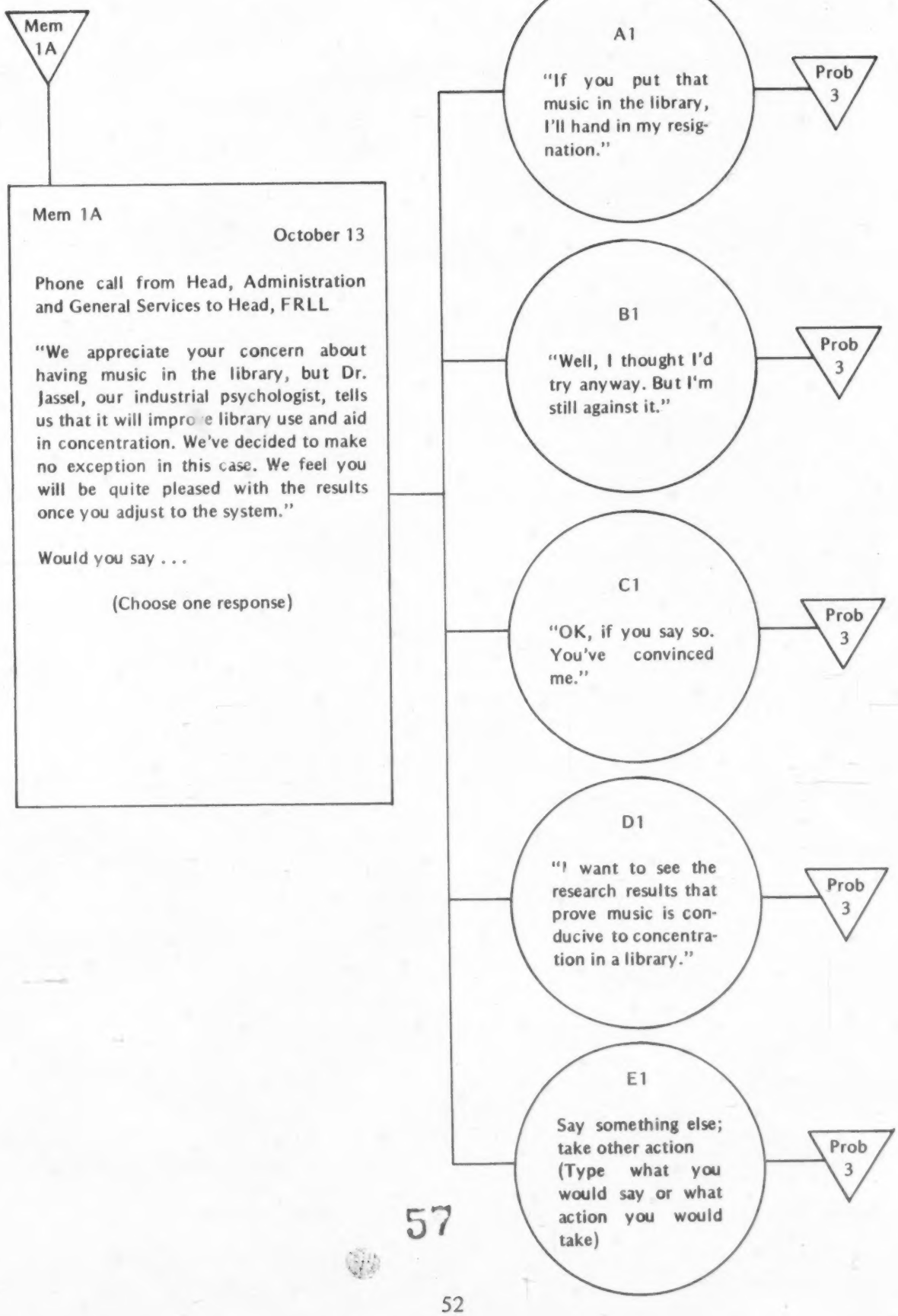

Mem 5C
Mem 5C
October 16
Phone call from Personnel Director, Matheson Petroleum
"Some time ago we asked for a letter of recommendation for your employee Barbara Main. We haven't received anything from you and would appreciate it very much if you could send one as soon as possible. We would like her effective date of employment to be November 2."
Would you . . .
(Choose one response)
K5
"I'll look into it right away." Do nothing
Prob 2
L5
"I'll look into it right away." Call Barbara in for an explanation
Prob 2
M5
"We'll put it in the mail right away." Send a negative letter of recommendation
Prob 2
N5
"We'll put it in the mail right away." Send a positive letter of recommendation
Prob 2
O5
Say something else; take other action (Type what you would say and/or do)
Prob 2

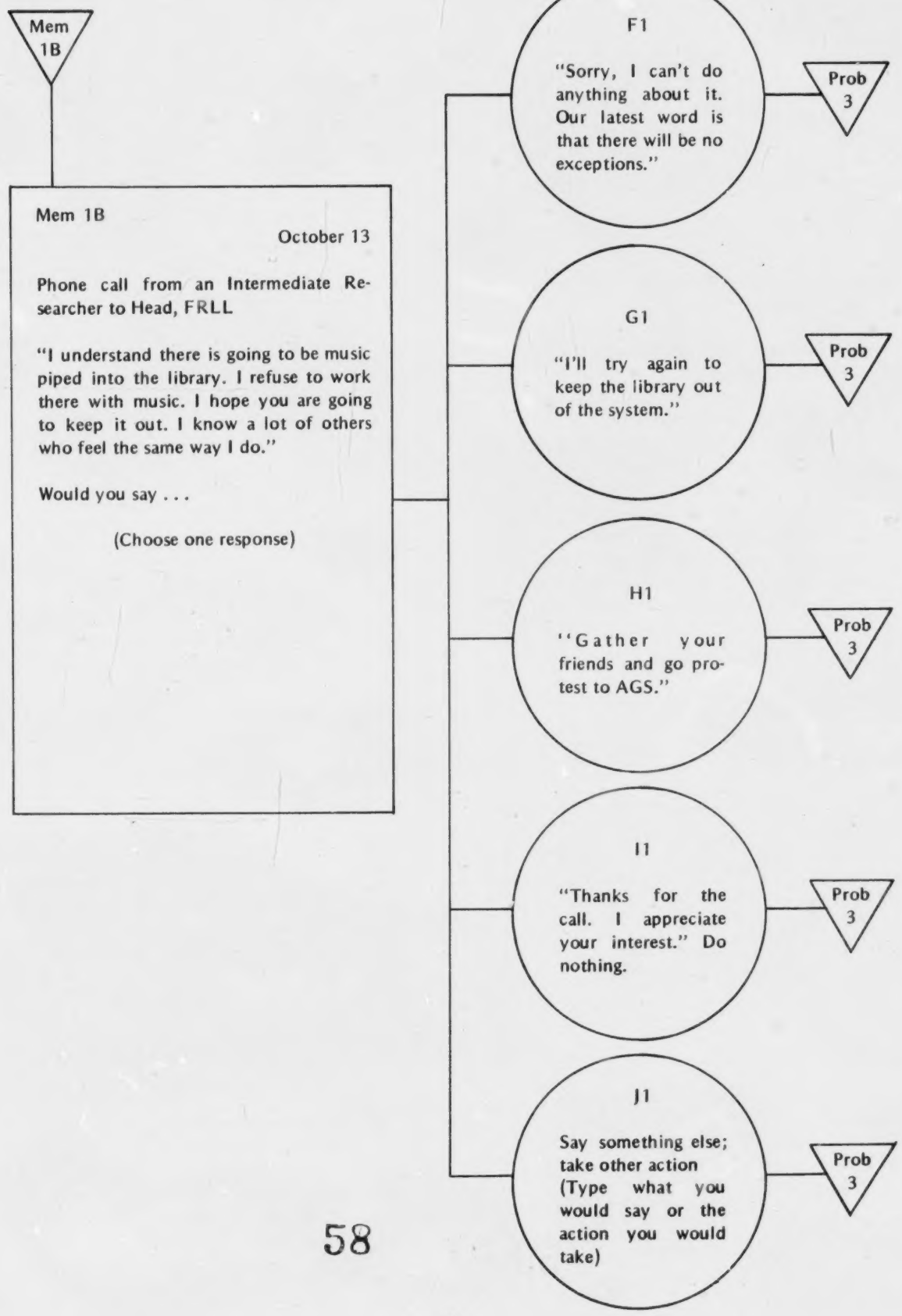

Mem 5D
Mem 5D
October 16
Memo
To: Pat Brown
From: Barbara
Last week you gave me permission to take my vacation early. Then I was called into Employee Relations on another matter and told I couldn't have my vacation till January. I would appreciate it if you would tell them that you said I could since they didn't seem to believe me. Thanks."
Would you . . .
(Choose one response)
P5
Call Barbara in for an explanation of the "other matter."
Prob 2
Q5
Ignore her memo; do nothing
Prob 2
R5
Call Employee Relations and tell them you gave her permission
Prob 2
S5
Ignore her memo; send negative letter of recommendation
Prob 2
T5
Take other action
(Type the action you would take)
Prob 2


Mem 5E
Mem 5E
October 12
Phone Call from Administrative Assistant to Director, FRL
"I understand that Barbara Main, who works in your department, is leaving to go to work for our competitor, Matheson Petroleum. Do you know anything about this?"
Would you say . . .
(Choose one response)
U5
"It's news to me! As far as I know, she isn't leaving."
Prob 2
V5
"Who gave you that information?"
Prob 2
W5
"Thanks for telling me." Call Barbara in for an explanation
Prob 2
X5
"Thanks for telling me." Ignore the entire matter
Prob 2
Y5
Say something else and take other action
(Type what you would say and/or do)
Prob 2

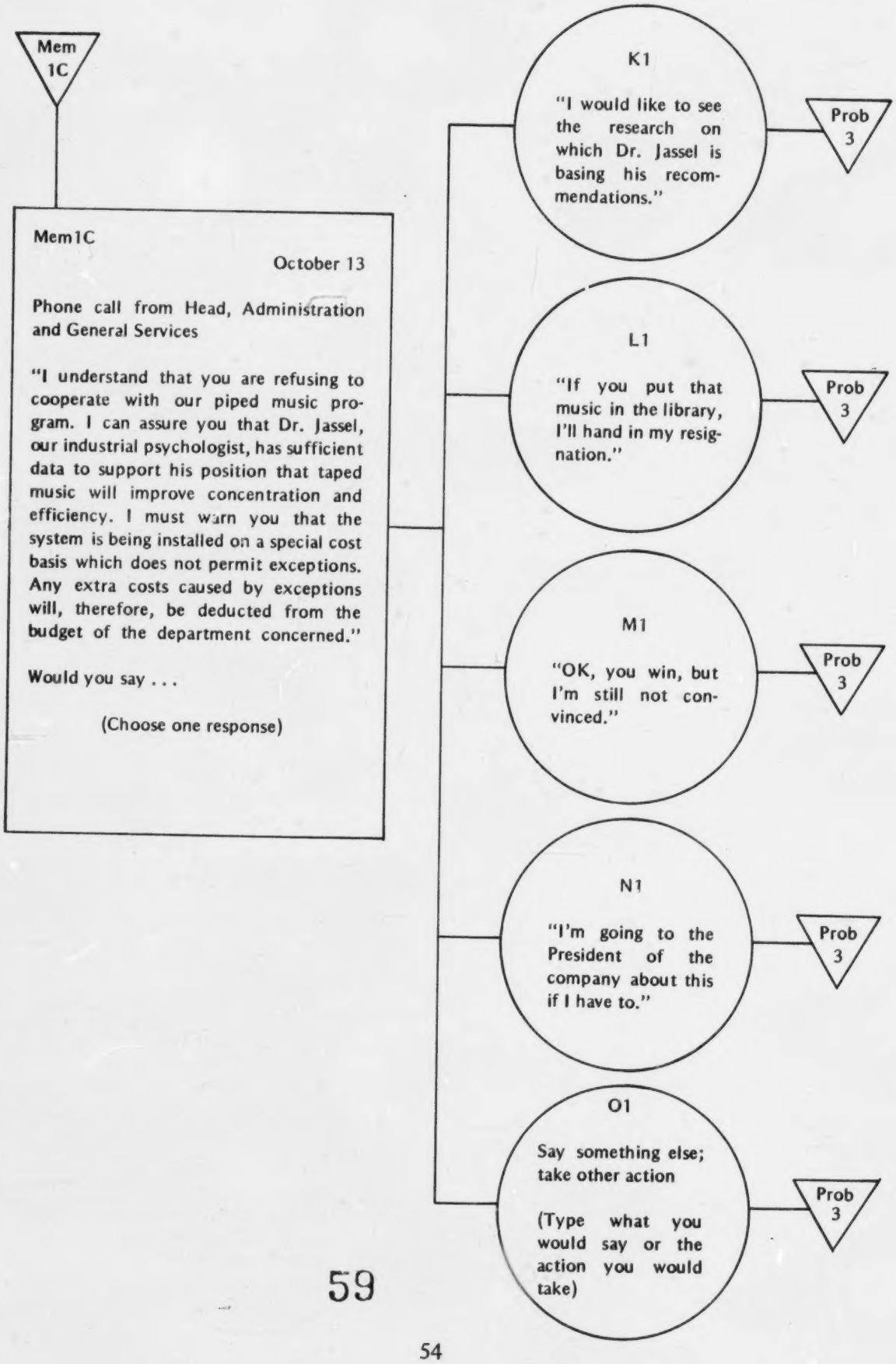

Seminal Problem 2
Prob 2
Problem 2
Memo
October 9
To: All Departments
From: Administration and General Services
In keeping with the latest scientific findings, our new industrial psychologist has recommended that taped music be piped into all work areas. The installation will begin next week. Please cooperate with the installers. They will try to bother you as little as possible.
Would you . . .
(Choose one response)
11
Ask that an exception be made for the library
Mem 11
12
Do nothing
Mem 12
13
Send memo congratulating AGS on this innovative decision
Mem 13
14
Refuse to cooperate and send memo to this effect to AGS
Mem 14
15
Take other action (Type the action you would take)
Mem 15

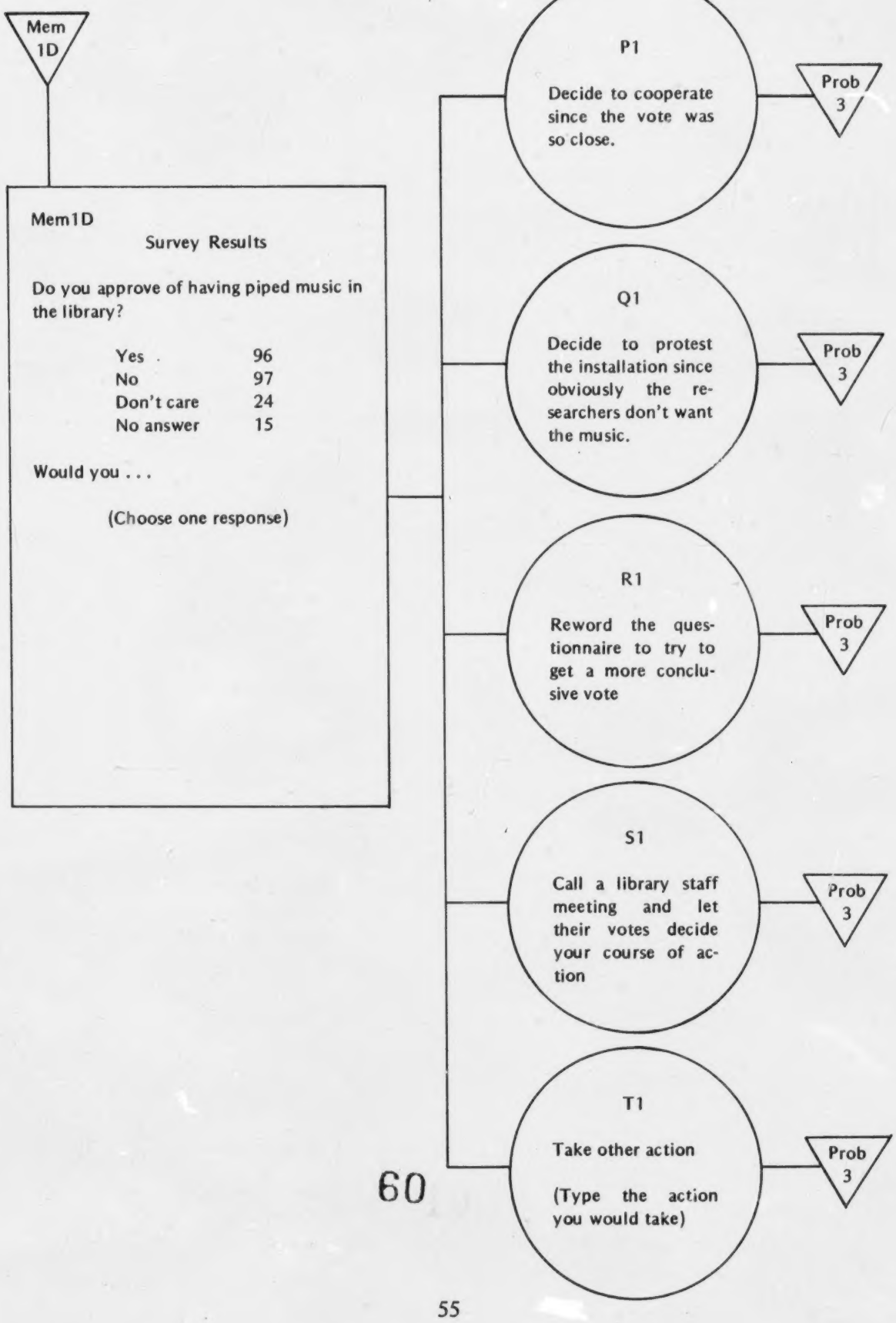

Mem 11
Mem 11
October 12
To: All Departments
From: Administration and General Services
Some departments have asked that they not be included in the piped music hookup. We would like to impress on you the nature of this installation—that is—to increase efficiency and work production. Since this system has proven itself after rigorous scientific trials, we feel that it is in the best interests of each department to cooperate with the project regardless of present feelings toward it. We believe use will bear out its effectiveness.
Would you . . .
(Choose one response)
1A
Call AGS for a conference
Mem 1A
1B
Do nothing
Mem 1B
1C
Refuse to cooperate
Mem 1C
1D
Make a survey of library user opinions
Mem 1D
1E
Take other action (Type the action you would take)
Mem 1E

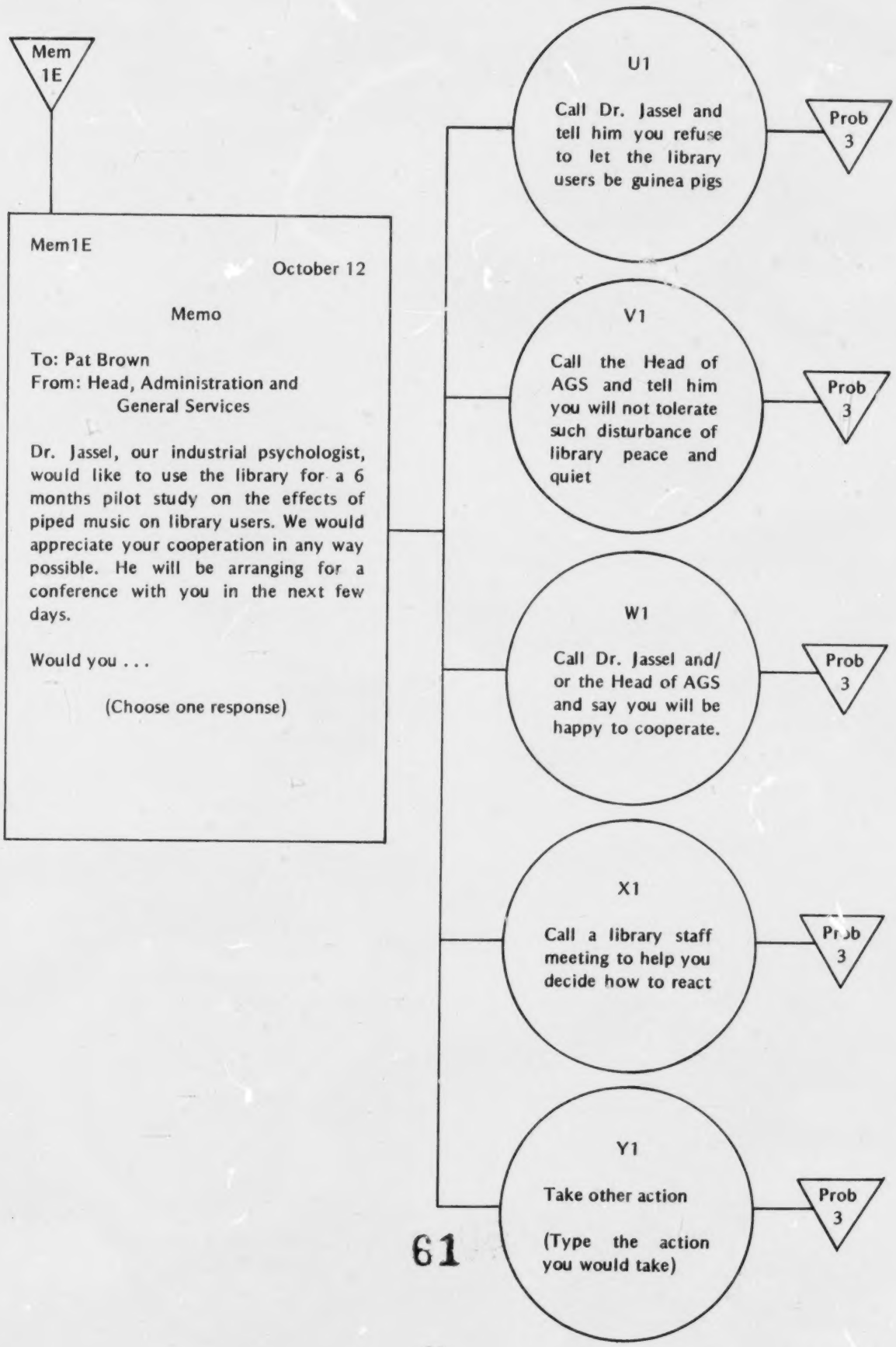

Mem 1A
Mem 1A
October 13
Phone call from Head, Administration and General Services to Head, FRLL
"We appreciate your concern about having music in the library, but Dr. Jassel, our industrial psychologist, tells us that it will improve library use and aid in concentration. We've decided to make no exception in this case. We feel you will be quite pleased with the results once you adjust to the system."
Would you say . . .
(Choose one response)
A1
"If you put that music in the library, I'll hand in my resignation."
Prob 3
B1
"Well, I thought I'd try anyway. But I'm still against it."
Prob 3
C1
"OK, if you say so. You've convinced me."
Prob 3
D1
"I want to see the research results that prove music is conducive to concentration in a library."
Prob 3
E1
Say something else; take other action (Type what you would say or what action you would take)
Prob 3


Mem 1B
Mem 1B
October 13
Phone call from an Intermediate Researcher to Head, FRLL
"I understand there is going to be music piped into the library. I refuse to work there with music. I hope you are going to keep it out. I know a lot of others who feel the same way I do."
Would you say . . .
(Choose one response)
F1
"Sorry, I can't do anything about it. Our latest word is that there will be no exceptions."
Prob 3
G1
"I'll try again to keep the library out of the system."
Prob 3
H1
"Gather your friends and go protest to AGS."
Prob 3
I1
"Thanks for the call. I appreciate your interest." Do nothing.
Prob 3
J1
Say something else; take other action (Type what you would say or the action you would take)
Prob 3

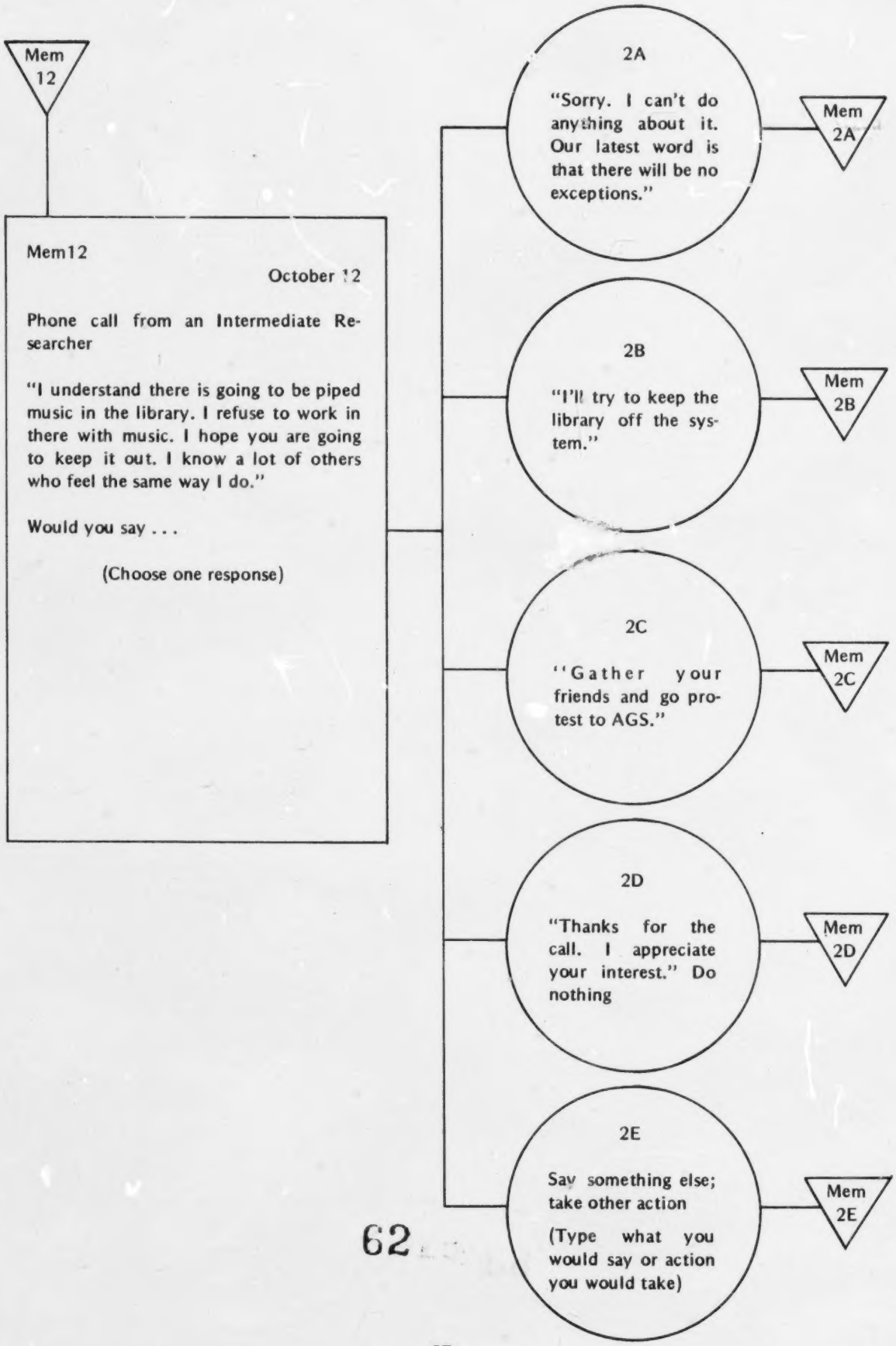
58


Mem 1C
Mem1C
October 13
Phone call from Head, Administration and General Services
"I understand that you are refusing to cooperate with our piped music program. I can assure you that Dr. Jassel, our industrial psychologist, has sufficient data to support his position that taped music will improve concentration and efficiency. I must warn you that the system is being installed on a special cost basis which does not permit exceptions. Any extra costs caused by exceptions will, therefore, be deducted from the budget of the department concerned."
Would you say . . .
(Choose one response)
K1
"I would like to see the research on which Dr. Jassel is basing his recommendations."
Prob 3
L1
"If you put that music in the library, I'll hand in my resignation."
Prob 3
M1
"OK, you win, but I'm still not convinced."
Prob 3
N1
"I'm going to the President of the company about this if I have to."
Prob 3
O1
Say something else; take other action
(Type what you would say or the action you would take)
Prob 3

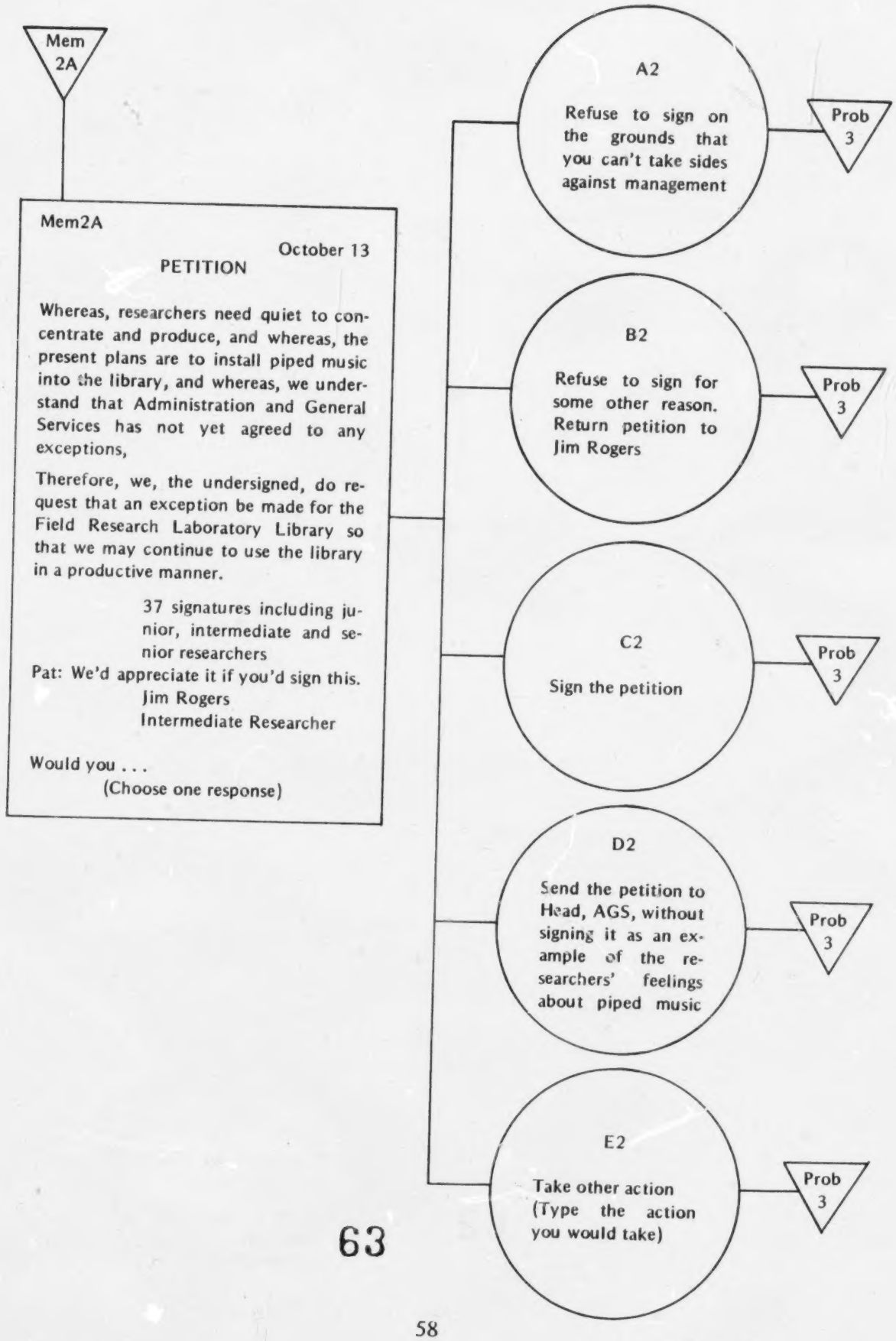

Mem 1D
Mem1D
Survey Results
Do you approve of having piped music in the library?
Yes 96
No 97
Don't care 24
No answer 15
Would you . . .
(Choose one response)
P1
Decide to cooperate since the vote was so close.
Prob 3
Q1
Decide to protest the installation since obviously the researchers don't want the music.
Prob 3
R1
Reword the questionnaire to try to get a more conclusive vote
Prob 3
S1
Call a library staff meeting and let their votes decide your course of action
Prob 3
T1
Take other action
(Type the action you would take)
Prob 3


Mem
1E
Mem1E
October 12
Memo
To: Pat Brown
From: Head, Administration and
General Services
Dr. Jassel, our industrial psychologist, would like to use the library for a 6 months pilot study on the effects of piped music on library users. We would appreciate your cooperation in any way possible. He will be arranging for a conference with you in the next few days.
Would you . . .
(Choose one response)
U1
Call Dr. Jassel and tell him you refuse to let the library users be guinea pigs
Prob
3
V1
Call the Head of AGS and tell him you will not tolerate such disturbance of library peace and quiet
Prob
3
W1
Call Dr. Jassel and/ or the Head of AGS and say you will be happy to cooperate.
Prob
3
X1
Call a library staff meeting to help you decide how to react
Prob
3
Y1
Take other action
(Type the action you would take)
Prob
3

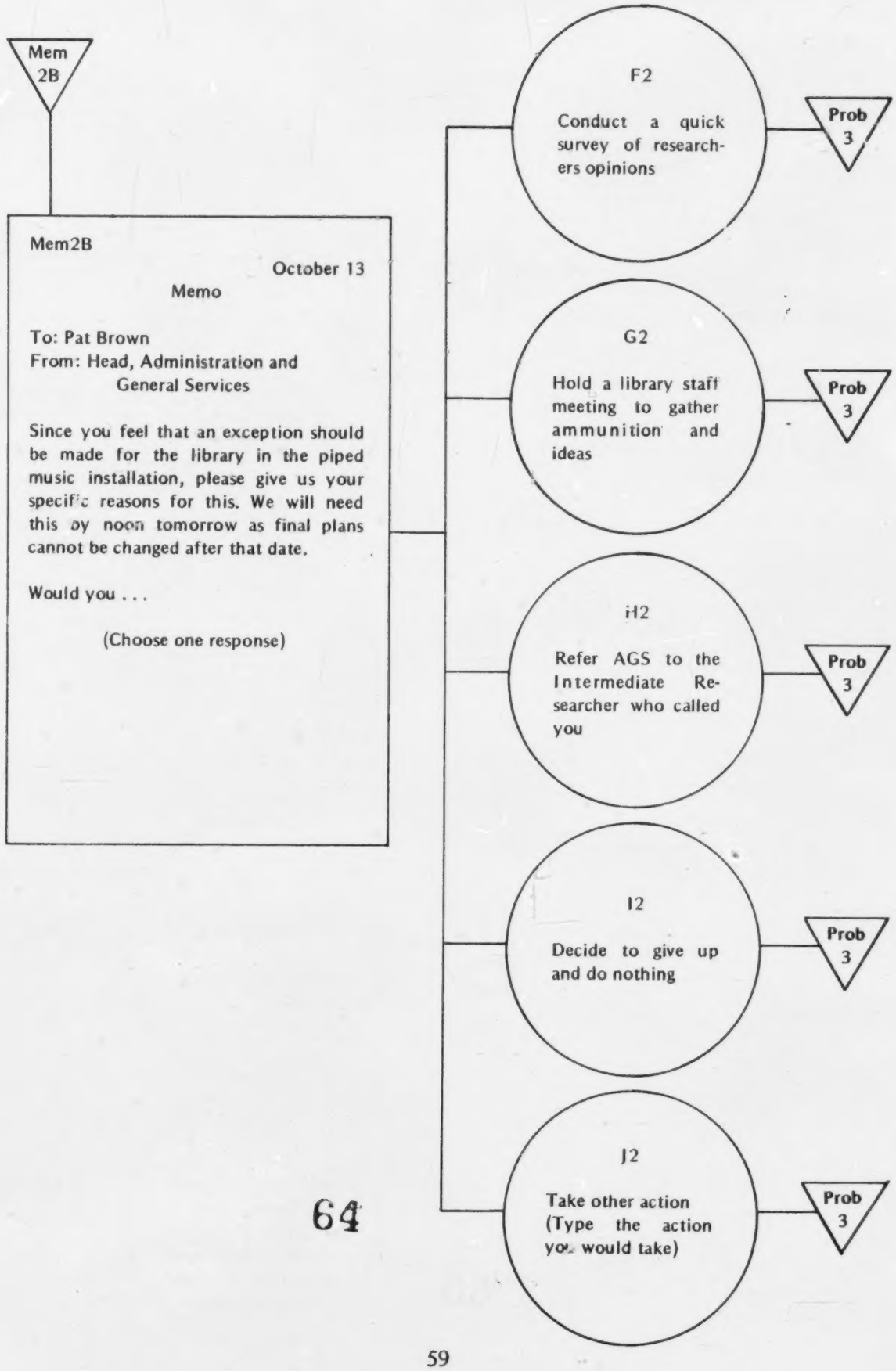
61


Mem 12
Mem12
October 12
Phone call from an Intermediate Researcher
"I understand there is going to be piped music in the library. I refuse to work in there with music. I hope you are going to keep it out. I know a lot of others who feel the same way I do."
Would you say . . .
(Choose one response)
2A
"Sorry. I can't do anything about it. Our latest word is that there will be no exceptions."
Mem 2A
2B
"I'll try to keep the library off the system."
Mem 2B
2C
"Gather your friends and go protest to AGS."
Mem 2C
2D
"Thanks for the call. I appreciate your interest." Do nothing
Mem 2D
2E
Say something else; take other action
(Type what you would say or action you would take)
Mem 2E

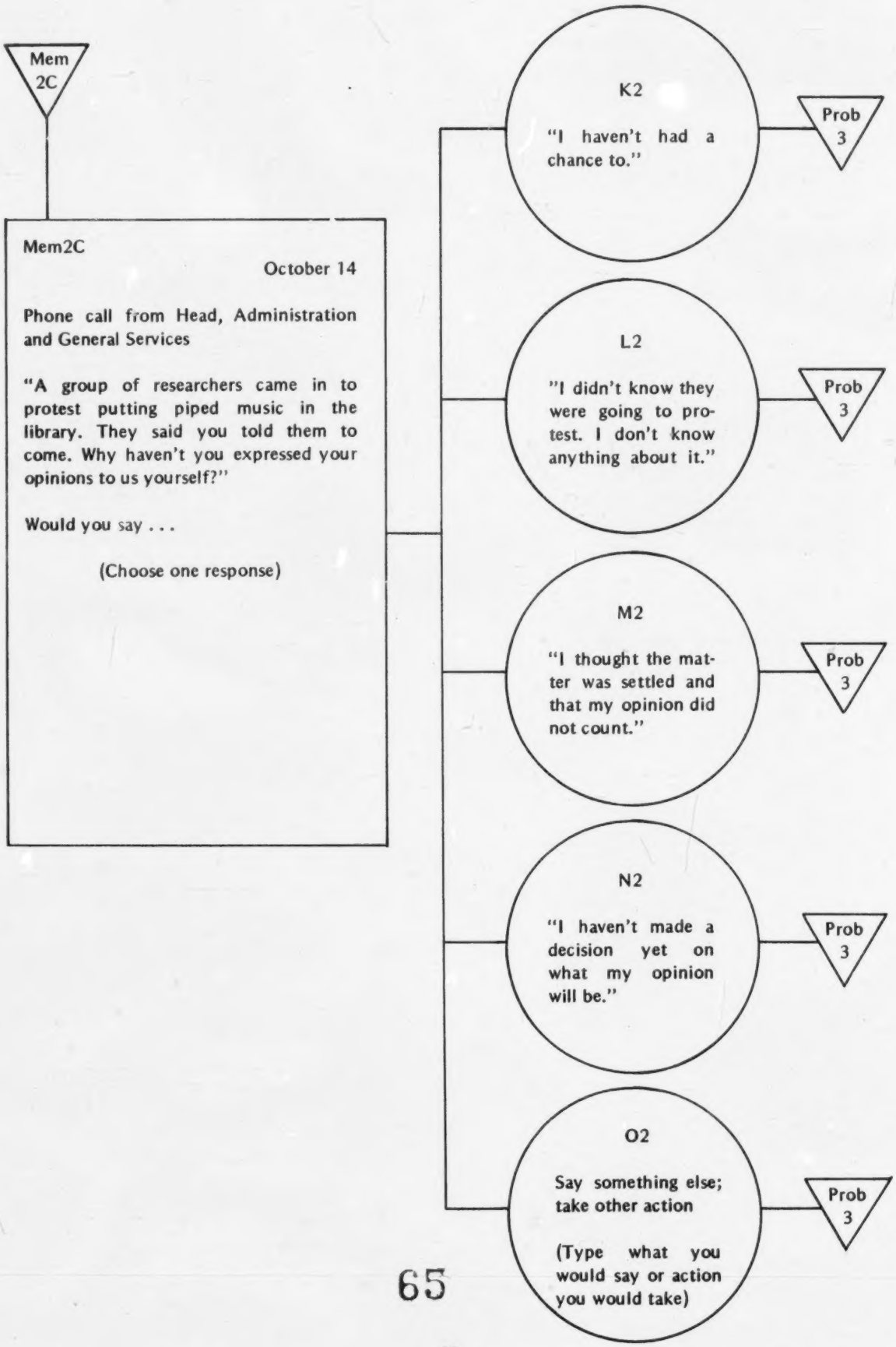
62

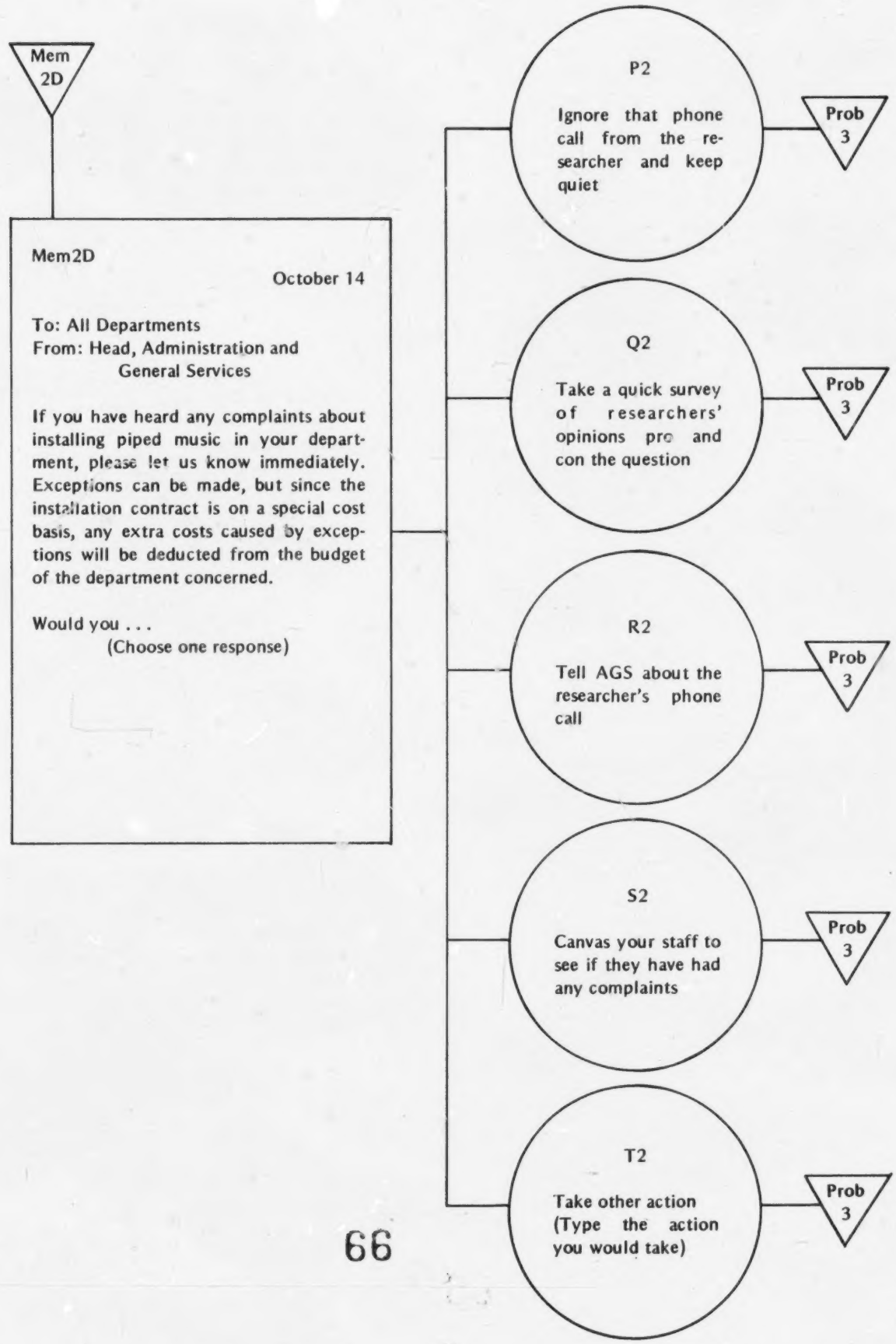

Mem 2A
Mem2A
October 13
PETITION
Whereas, researchers need quiet to concentrate and produce, and whereas, the present plans are to install piped music into the library, and whereas, we understand that Administration and General Services has not yet agreed to any exceptions,
Therefore, we, the undersigned, do request that an exception be made for the Field Research Laboratory Library so that we may continue to use the library in a productive manner.
37 signatures including junior, intermediate and senior researchers
Pat: We'd appreciate it if you'd sign this.
Jim Rogers
Intermediate Researcher
Would you . . .
(Choose one response)
A2
Refuse to sign on the grounds that you can't take sides against management
Prob 3
B2
Refuse to sign for some other reason. Return petition to Jim Rogers
Prob 3
C2
Sign the petition
Prob 3
D2
Send the petition to Head, AGS, without signing it as an example of the researchers' feelings about piped music
Prob 3
E2
Take other action (Type the action you would take)
Prob 3

63

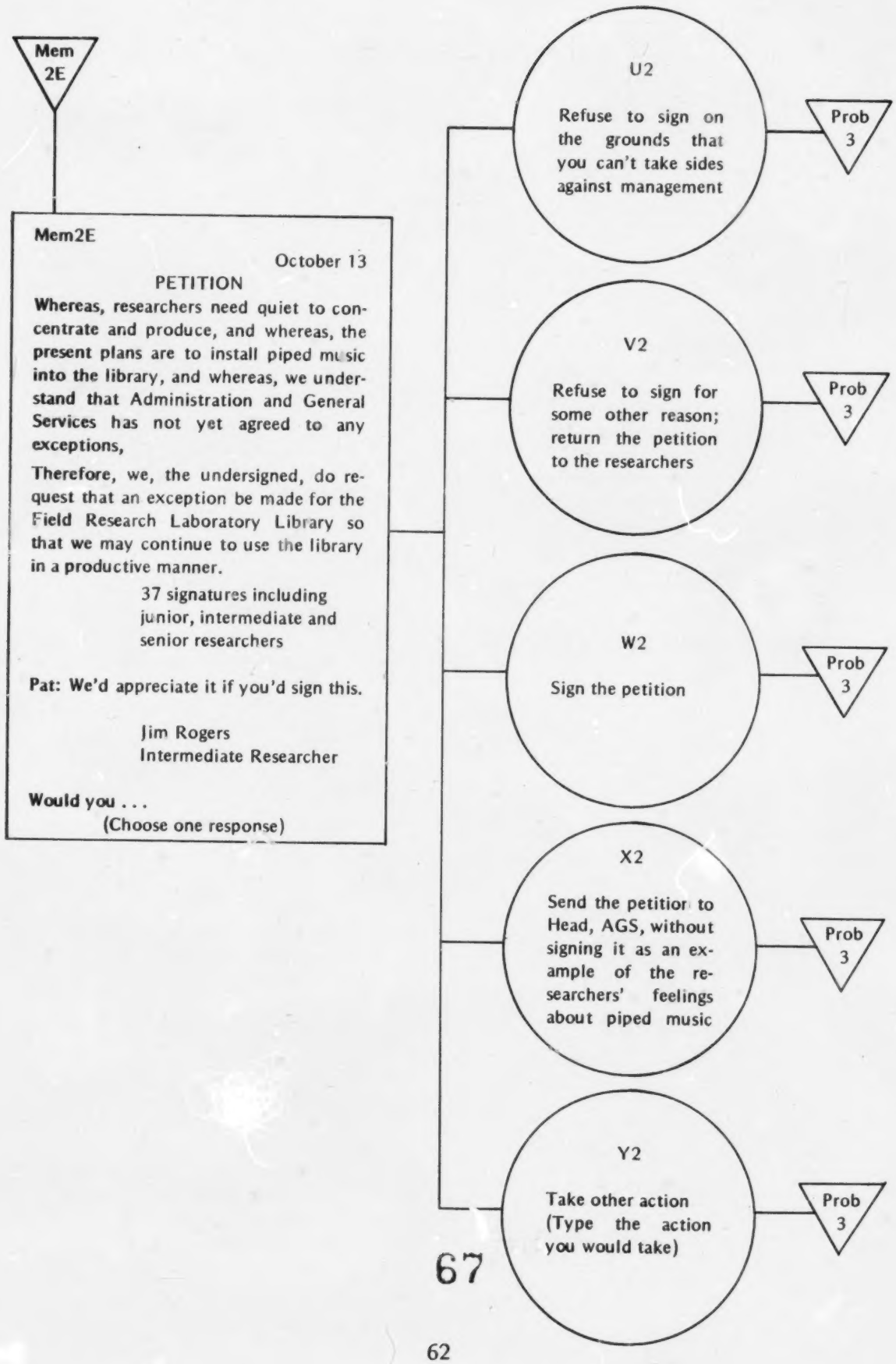

Mem 2B
Mem2B
October 13
Memo
To: Pat Brown
From: Head, Administration and General Services
Since you feel that an exception should be made for the library in the piped music installation, please give us your specific reasons for this. We will need this by noon tomorrow as final plans cannot be changed after that date.
Would you . . .
(Choose one response)
F2
Conduct a quick survey of researchers opinions
Prob 3
G2
Hold a library staff meeting to gather ammunition and ideas
Prob 3
H2
Refer AGS to the Intermediate Researcher who called you
Prob 3
I2
Decide to give up and do nothing
Prob 3
J2
Take other action (Type the action you would take)
Prob 3

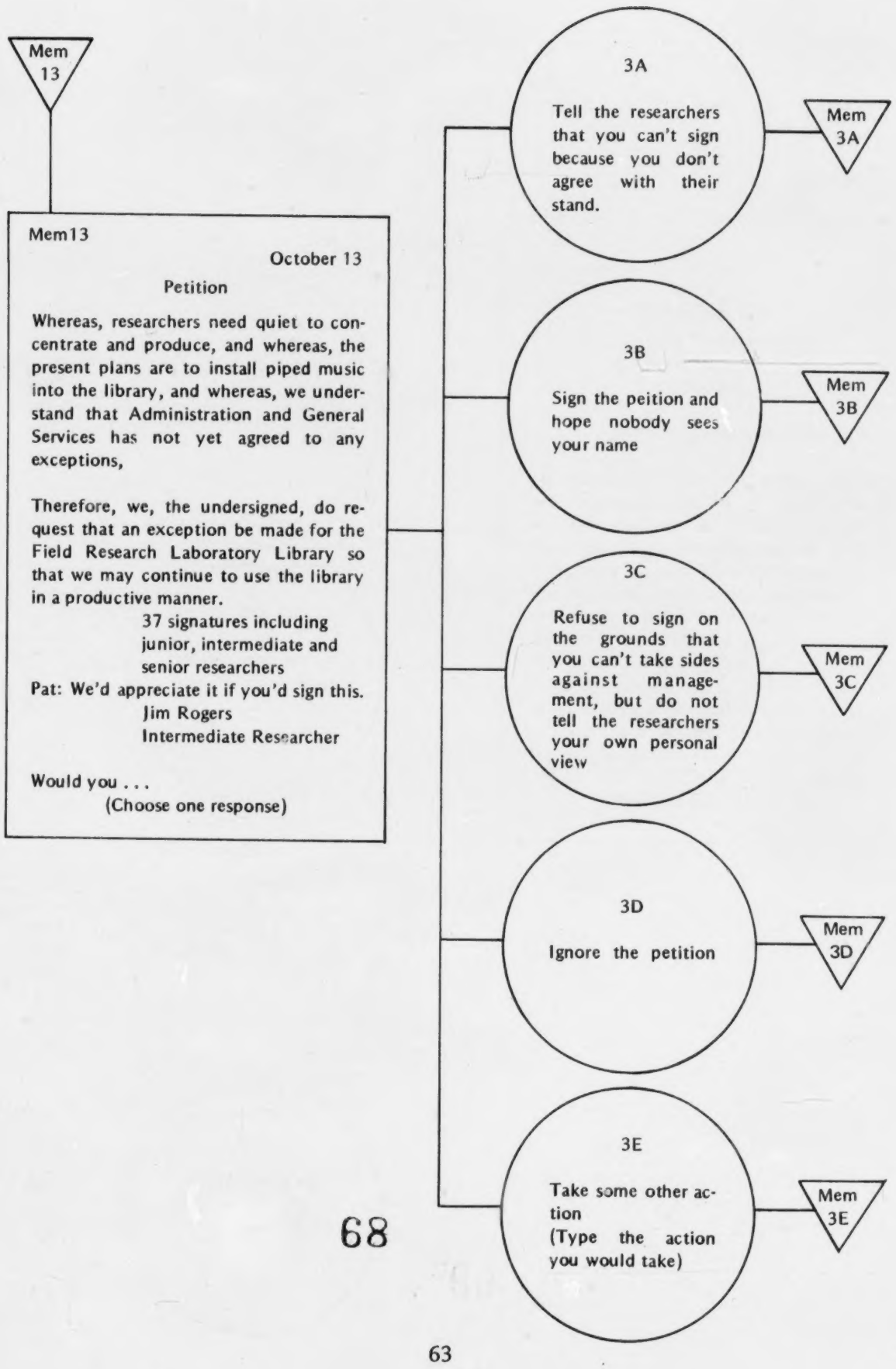
64

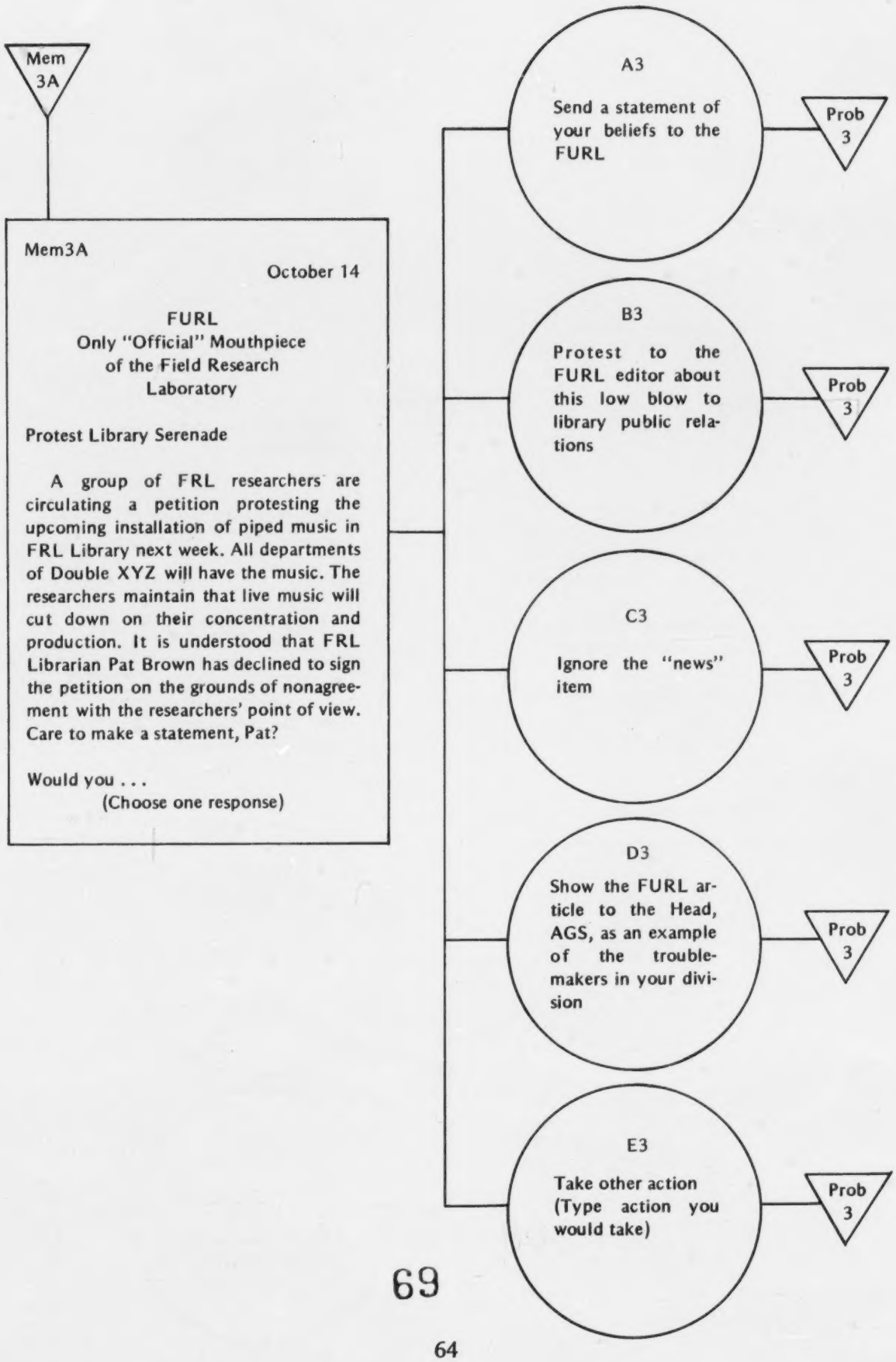

Mem
2C
Mem2C
October 14
Phone call from Head, Administration and General Services
"A group of researchers came in to protest putting piped music in the library. They said you told them to come. Why haven't you expressed your opinions to us yourself?"
Would you say . . .
(Choose one response)
K2
"I haven't had a chance to."
Prob
3
L2
"I didn't know they were going to protest. I don't know anything about it."
Prob
3
M2
"I thought the matter was settled and that my opinion did not count."
Prob
3
N2
"I haven't made a decision yet on what my opinion will be."
Prob
3
O2
Say something else; take other action
(Type what you would say or action you would take)
Prob
3

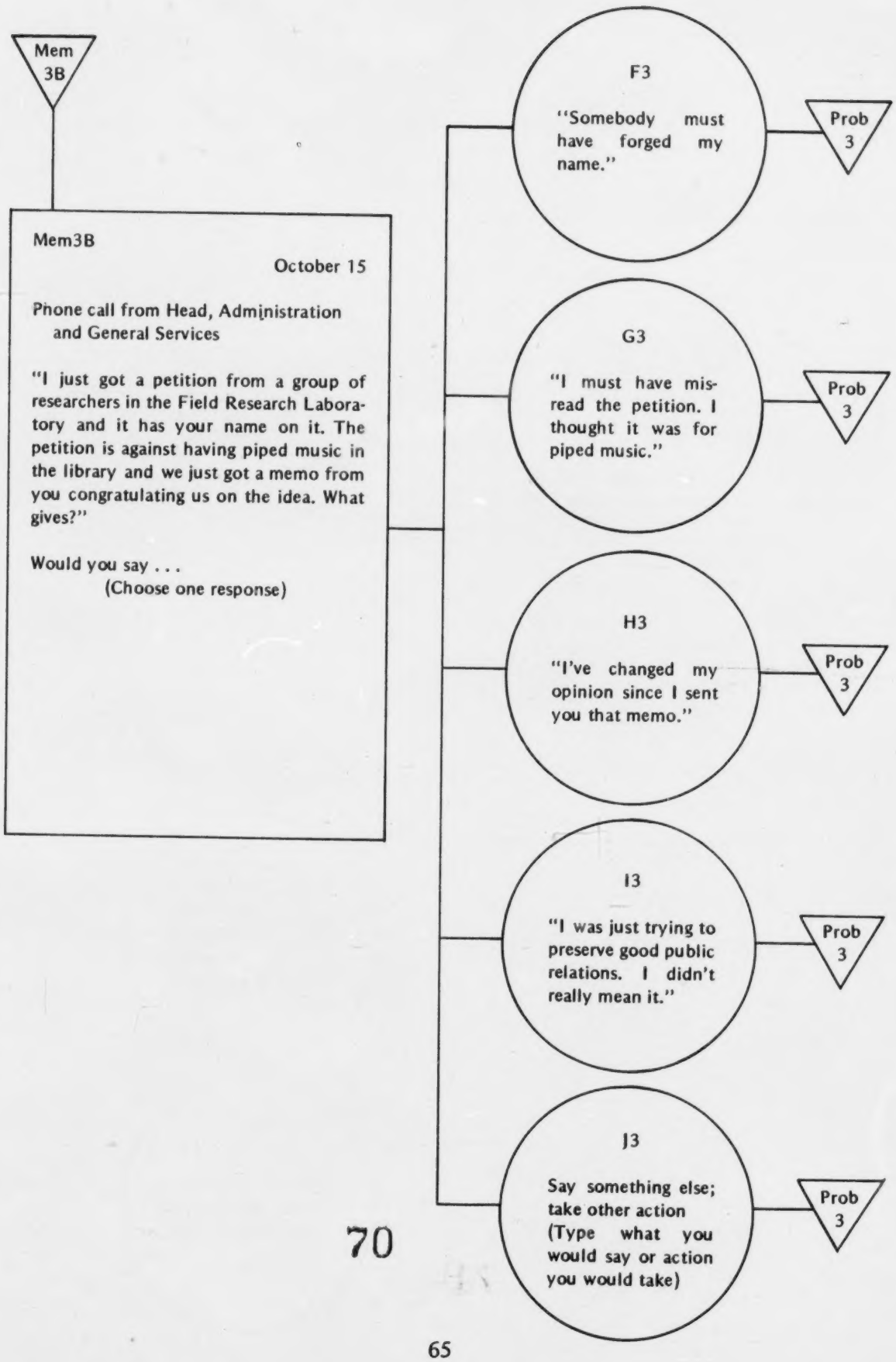

Mem
2D
Mem2D
October 14
To: All Departments
From: Head, Administration and
General Services
If you have heard any complaints about installing piped music in your department, please let us know immediately. Exceptions can be made, but since the installation contract is on a special cost basis, any extra costs caused by exceptions will be deducted from the budget of the department concerned.
Would you . . .
(Choose one response)
P2
Ignore that phone call from the researcher and keep quiet
Prob
3
Q2
Take a quick survey of researchers' opinions pro and con the question
Prob
3
R2
Tell AGS about the researcher's phone call
Prob
3
S2
Canvas your staff to see if they have had any complaints
Prob
3
T2
Take other action (Type the action you would take)
Prob
3

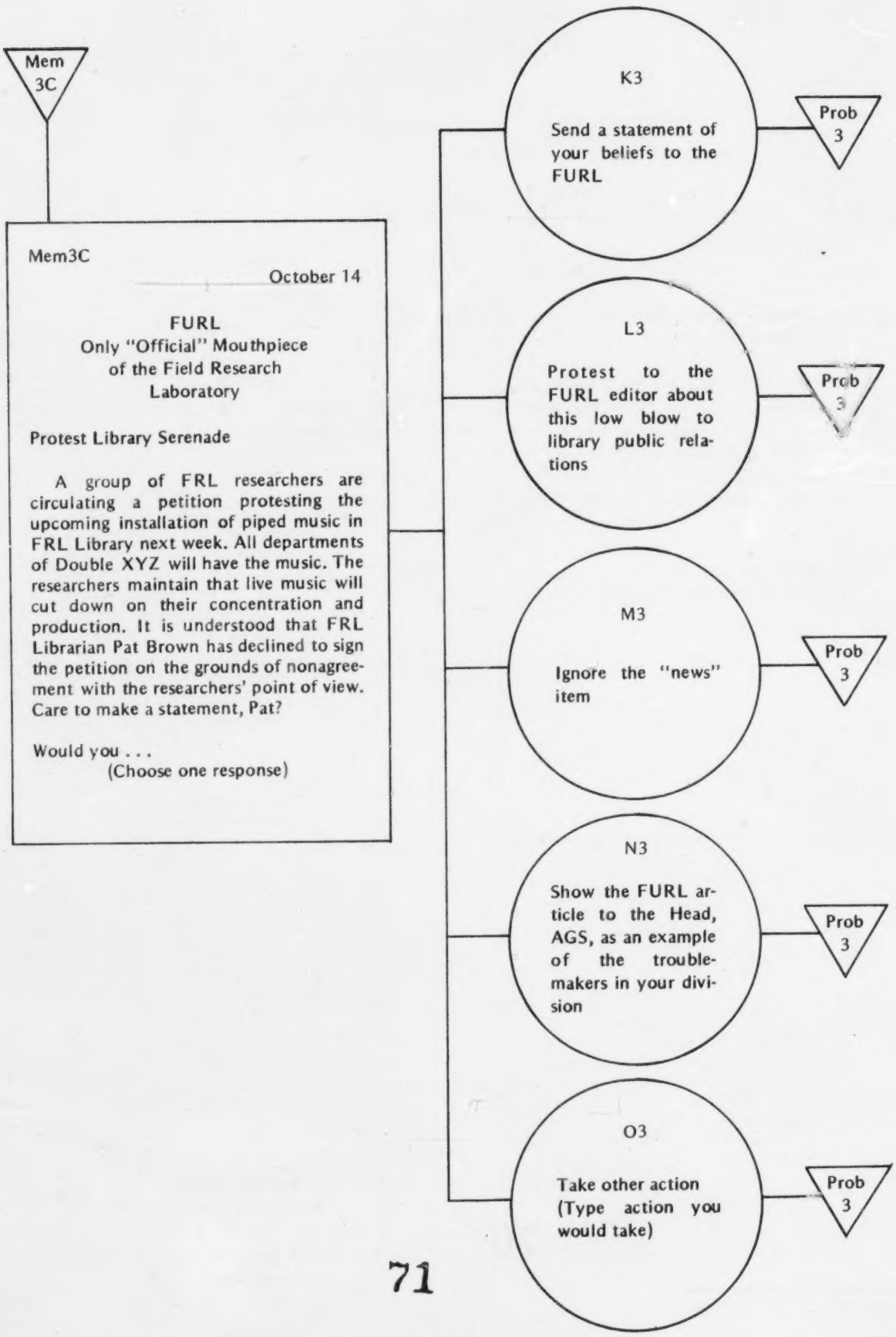
66


Mem 2E
Mem2E
October 13
PETITION
Whereas, researchers need quiet to concentrate and produce, and whereas, the present plans are to install piped music into the library, and whereas, we understand that Administration and General Services has not yet agreed to any exceptions,
Therefore, we, the undersigned, do request that an exception be made for the Field Research Laboratory Library so that we may continue to use the library in a productive manner.
37 signatures including junior, intermediate and senior researchers
Pat: We'd appreciate it if you'd sign this.
Jim Rogers
Intermediate Researcher
Would you . . .
(Choose one response)
U2
Refuse to sign on the grounds that you can't take sides against management
Prob 3
V2
Refuse to sign for some other reason; return the petition to the researchers
Prob 3
W2
Sign the petition
Prob 3
X2
Send the petition to Head, AGS, without signing it as an example of the researchers' feelings about piped music
Prob 3
Y2
Take other action (Type the action you would take)
Prob 3

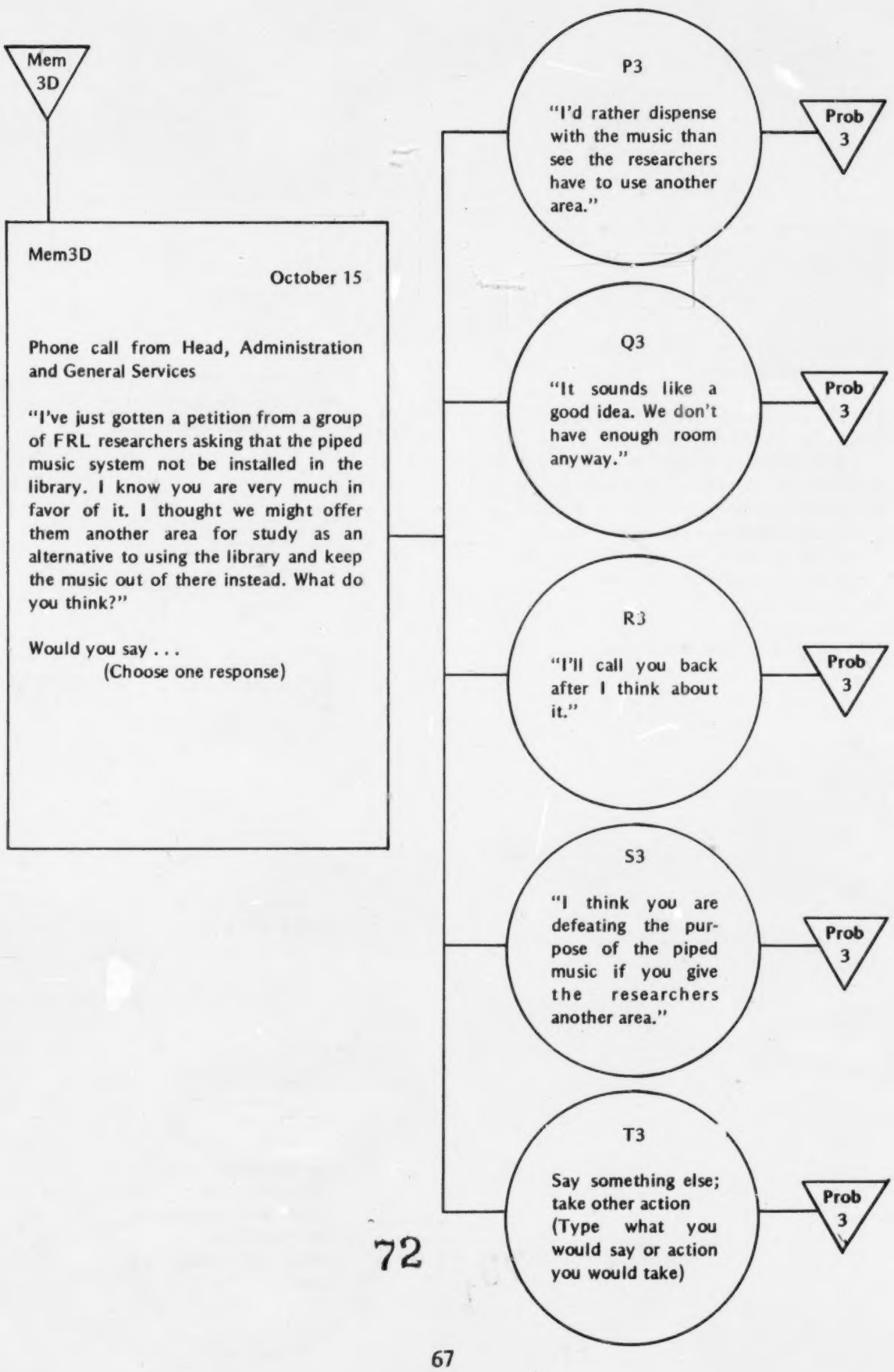

Mem 13
Mem13
October 13
Petition
Whereas, researchers need quiet to concentrate and produce, and whereas, the present plans are to install piped music into the library, and whereas, we understand that Administration and General Services has not yet agreed to any exceptions,
Therefore, we, the undersigned, do request that an exception be made for the Field Research Laboratory Library so that we may continue to use the library in a productive manner.
37 signatures including junior, intermediate and senior researchers
Pat: We'd appreciate it if you'd sign this.
Jim Rogers
Intermediate Researcher
Would you . . .
(Choose one response)
3A
Tell the researchers that you can't sign because you don't agree with their stand.
Mem 3A
3B
Sign the peition and hope nobody sees your name
Mem 3B
3C
Refuse to sign on the grounds that you can't take sides against management, but do not tell the researchers your own personal view
Mem 3C
3D
Ignore the petition
Mem 3D
3E
Take some other action
(Type the action you would take)
Mem 3E

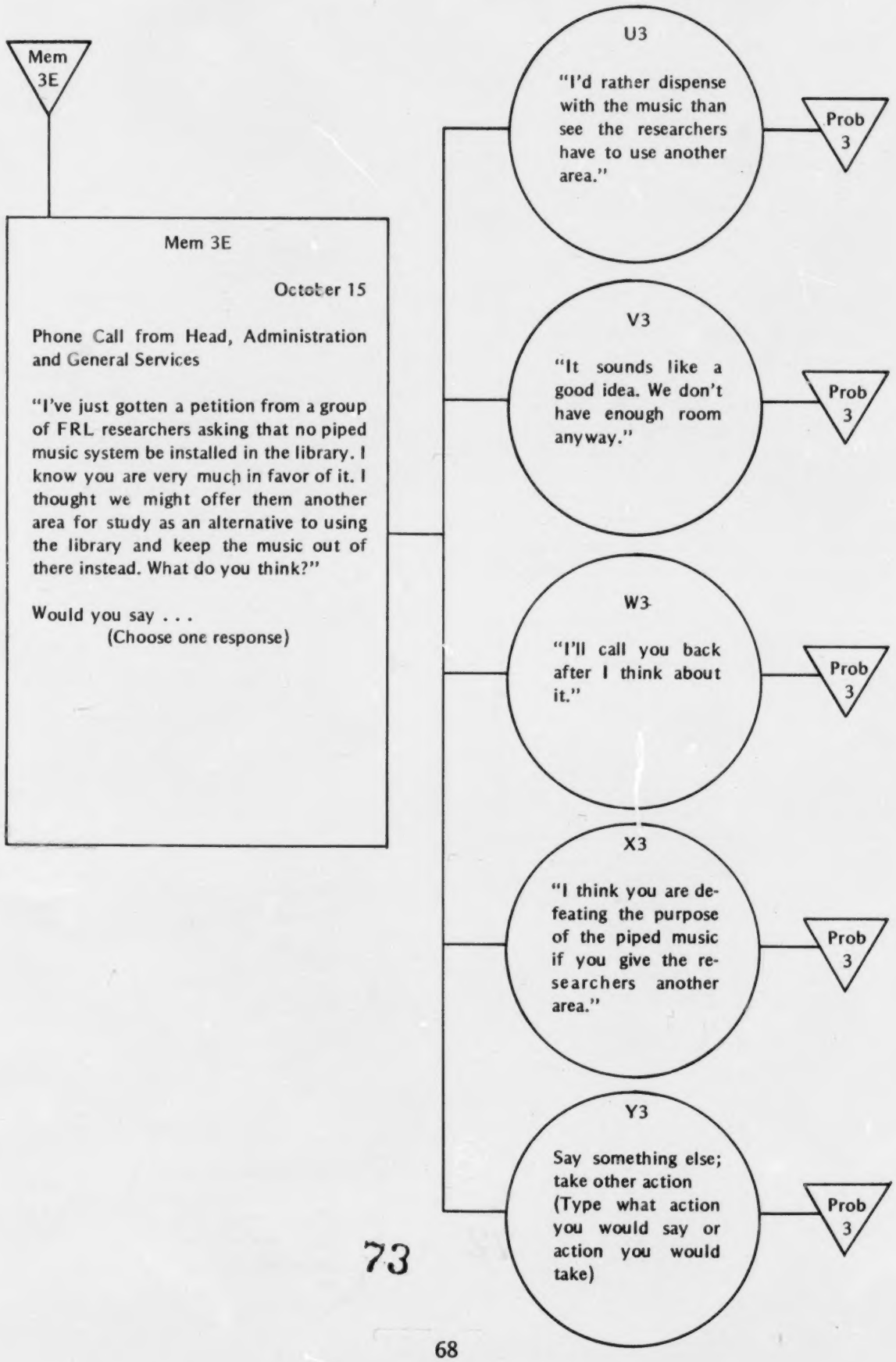

Mem 3A
Mem3A
October 14
FURL
Only "Official" Mouthpiece of the Field Research Laboratory
Protest Library Serenade
A group of FRL researchers are circulating a petition protesting the upcoming installation of piped music in FRL Library next week. All departments of Double XYZ will have the music. The researchers maintain that live music will cut down on their concentration and production. It is understood that FRL Librarian Pat Brown has declined to sign the petition on the grounds of nonagreement with the researchers' point of view. Care to make a statement, Pat?
Would you . . .
(Choose one response)
A3
Send a statement of your beliefs to the FURL
Prob 3
B3
Protest to the FURL editor about this low blow to library public relations
Prob 3
C3
Ignore the "news" item
Prob 3
D3
Show the FURL article to the Head, AGS, as an example of the troublemakers in your division
Prob 3
E3
Take other action (Type action you would take)
Prob 3

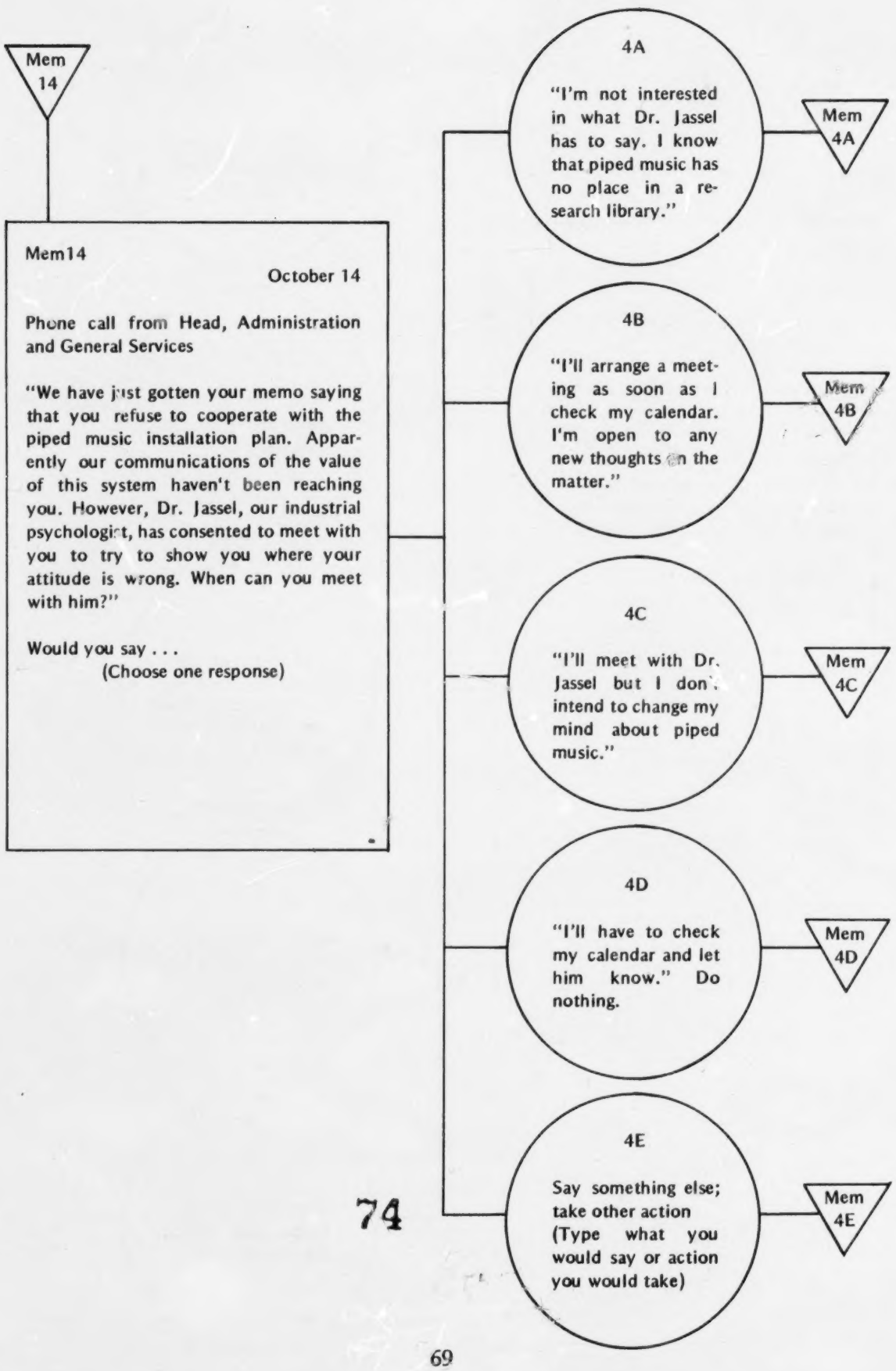

Mem 3B
Mem3B
October 15
Phone call from Head, Administration and General Services
"I just got a petition from a group of researchers in the Field Research Laboratory and it has your name on it. The petition is against having piped music in the library and we just got a memo from you congratulating us on the idea. What gives?"
Would you say . . .
(Choose one response)
F3
"Somebody must have forged my name."
Prob 3
G3
"I must have misread the petition. I thought it was for piped music."
Prob 3
H3
"I've changed my opinion since I sent you that memo."
Prob 3
I3
"I was just trying to preserve good public relations. I didn't really mean it."
Prob 3
J3
Say something else; take other action (Type what you would say or action you would take)
Prob 3


Mem
3C
Mem3C
October 14
FURL
Only "Official" Mouthpiece
of the Field Research
Laboratory
Protest Library Serenade
A group of FRL researchers are circulating a petition protesting the upcoming installation of piped music in FRL Library next week. All departments of Double XYZ will have the music. The researchers maintain that live music will cut down on their concentration and production. It is understood that FRL Librarian Pat Brown has declined to sign the petition on the grounds of nonagreement with the researchers' point of view. Care to make a statement, Pat?
Would you . . .
(Choose one response)
K3
Send a statement of your beliefs to the FURL
Prob
3
L3
Protest to the FURL editor about this low blow to library public relations
Prob
3
M3
Ignore the "news" item
Prob
3
N3
Show the FURL article to the Head, AGS, as an example of the troublemakers in your division
Prob
3
O3
Take other action
(Type action you would take)
Prob
3

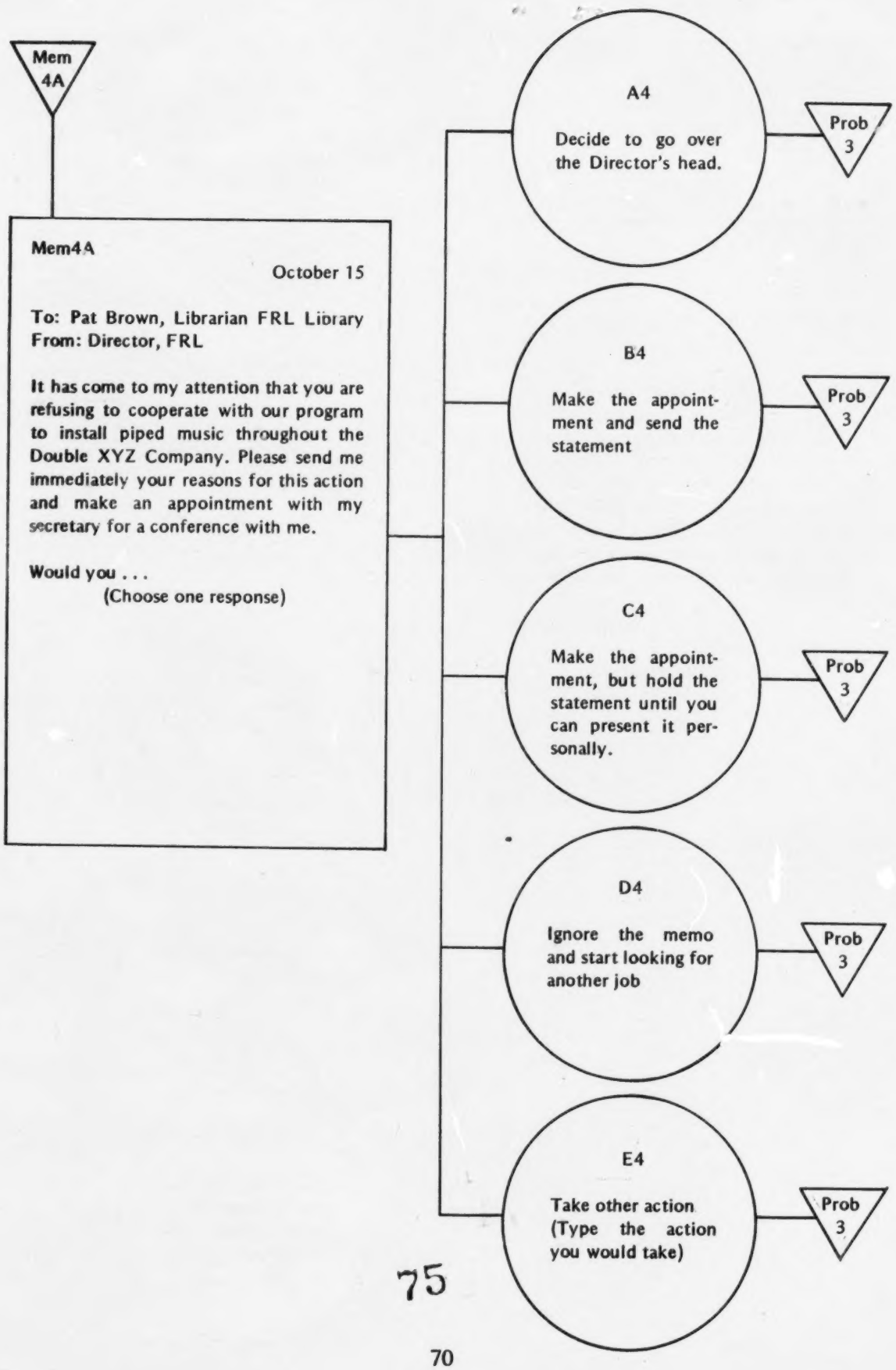
71

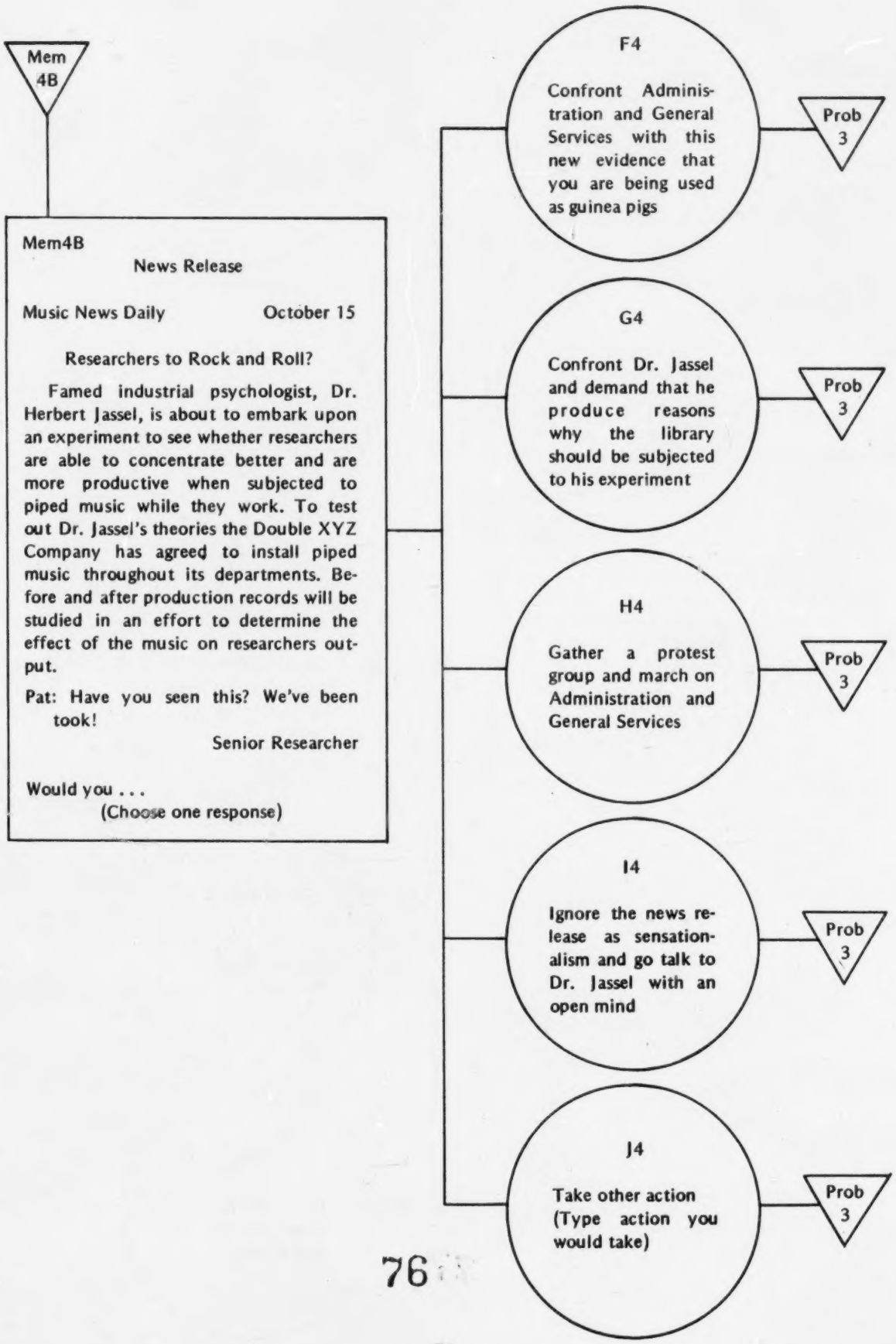

Mem 3D
Mem3D
October 15
Phone call from Head, Administration and General Services
"I've just gotten a petition from a group of FRL researchers asking that the piped music system not be installed in the library. I know you are very much in favor of it. I thought we might offer them another area for study as an alternative to using the library and keep the music out of there instead. What do you think?"
Would you say . . .
(Choose one response)
P3
"I'd rather dispense with the music than see the researchers have to use another area."
Prob 3
Q3
"It sounds like a good idea. We don't have enough room anyway."
Prob 3
R3
"I'll call you back after I think about it."
Prob 3
S3
"I think you are defeating the purpose of the piped music if you give the researchers another area."
Prob 3
T3
Say something else; take other action (Type what you would say or action you would take)
Prob 3


Mem 3E
Mem 3E
October 15
Phone Call from Head, Administration and General Services
"I've just gotten a petition from a group of FRL researchers asking that no piped music system be installed in the library. I know you are very much in favor of it. I thought we might offer them another area for study as an alternative to using the library and keep the music out of there instead. What do you think?"
Would you say . . .
(Choose one response)
U3
"I'd rather dispense with the music than see the researchers have to use another area."
Prob 3
V3
"It sounds like a good idea. We don't have enough room anyway."
Prob 3
W3
"I'll call you back after I think about it."
Prob 3
X3
"I think you are defeating the purpose of the piped music if you give the researchers another area."
Prob 3
Y3
Say something else; take other action (Type what action you would say or action you would take)
Prob 3


Mem 14
Mem14
October 14
Phone call from Head, Administration and General Services
"We have just gotten your memo saying that you refuse to cooperate with the piped music installation plan. Apparently our communications of the value of this system haven't been reaching you. However, Dr. Jassel, our industrial psychologist, has consented to meet with you to try to show you where your attitude is wrong. When can you meet with him?"
Would you say . . .
(Choose one response)
4A
"I'm not interested in what Dr. Jassel has to say. I know that piped music has no place in a research library."
Mem 4A
4B
"I'll arrange a meeting as soon as I check my calendar. I'm open to any new thoughts on the matter."
Mem 4B
4C
"I'll meet with Dr. Jassel but I don't intend to change my mind about piped music."
Mem 4C
4D
"I'll have to check my calendar and let him know." Do nothing.
Mem 4D
4E
Say something else; take other action (Type what you would say or action you would take)
Mem 4E

74


Mem
4A
Mem4A
October 15
To: Pat Brown, Librarian FRL Library
From: Director, FRL
It has come to my attention that you are refusing to cooperate with our program to install piped music throughout the Double XYZ Company. Please send me immediately your reasons for this action and make an appointment with my secretary for a conference with me.
Would you . . .
(Choose one response)
A4
Decide to go over the Director's head.
Prob
3
B4
Make the appointment and send the statement
Prob
3
C4
Make the appointment, but hold the statement until you can present it personally.
Prob
3
D4
Ignore the memo and start looking for another job
Prob
3
E4
Take other action (Type the action you would take)
Prob
3


Mem 4B
Mem4B
News Release
Music News Daily October 15
Researchers to Rock and Roll?
Famed industrial psychologist, Dr. Herbert Jassel, is about to embark upon an experiment to see whether researchers are able to concentrate better and are more productive when subjected to piped music while they work. To test out Dr. Jassel's theories the Double XYZ Company has agreed to install piped music throughout its departments. Before and after production records will be studied in an effort to determine the effect of the music on researchers output.
Pat: Have you seen this? We've been took!
Senior Researcher
Would you . . .
(Choose one response)
F4
Confront Administration and General Services with this new evidence that you are being used as guinea pigs
Prob 3
G4
Confront Dr. Jassel and demand that he produce reasons why the library should be subjected to his experiment
Prob 3
H4
Gather a protest group and march on Administration and General Services
Prob 3
I4
Ignore the news release as sensationalism and go talk to Dr. Jassel with an open mind
Prob 3
J4
Take other action (Type action you would take)
Prob 3

Mem
4C

Mem4C

News Release

Music News Daily October 16

MUSIC FOUND TO ENHANCE CONCENTRATION

A constant background of quiet music has been found to enhance concentration and improve productivity according to Dr. Aden Chemer, Research Director of the University of Manita Center for Music Behavior. Dr. Chemer used a group of graduate students to conduct his studies. Students showed measurable improvement in concentration and production at the end of two months of studying to [illegible]al background. Dr. Chemer will continue his experiments, using industrial workers, this summer.

Pat: Just found this. What do you think?

Senior Researcher

Would you . . .
(Choose one response)

K4

Decide you may have acted too hastily when refusing to cooperate and change your thinking.

Prob
3

L4

Show article to Dr. Jassel and ask him if he is basing his work on this experiment

Prob
3

M4

Call Dr. Chemer for more information before talking to Dr. Jassel

Prob
3

N4

Talk to Dr. Jassel without mentioning the article

Prob
3

O4

Take other action (Type action you would take)

Prob
3

77

Mem 4D

Mem4D

October 14

MEMO

To: Pat
From: Reference Librarian

Below are the results of our staff survey on whether or not we want piped music in the library.

Want	5
Do not want	2

P.S. Dr. Jassel's secretary called while you were out and wants you to call her right away.

P4

Call Dr. Jassel and tell him you have decided to accept the piped music

Prob 3

Q4

Call Dr. Jassel and try to find out what facts he has to back up his statements ignoring your staff's preferences

Prob 3

R4

Call a staff meeting before seeing Dr. Jassel

Prob 3

S4

Ignore Dr. Jassel since you won't get anywhere with him anyway

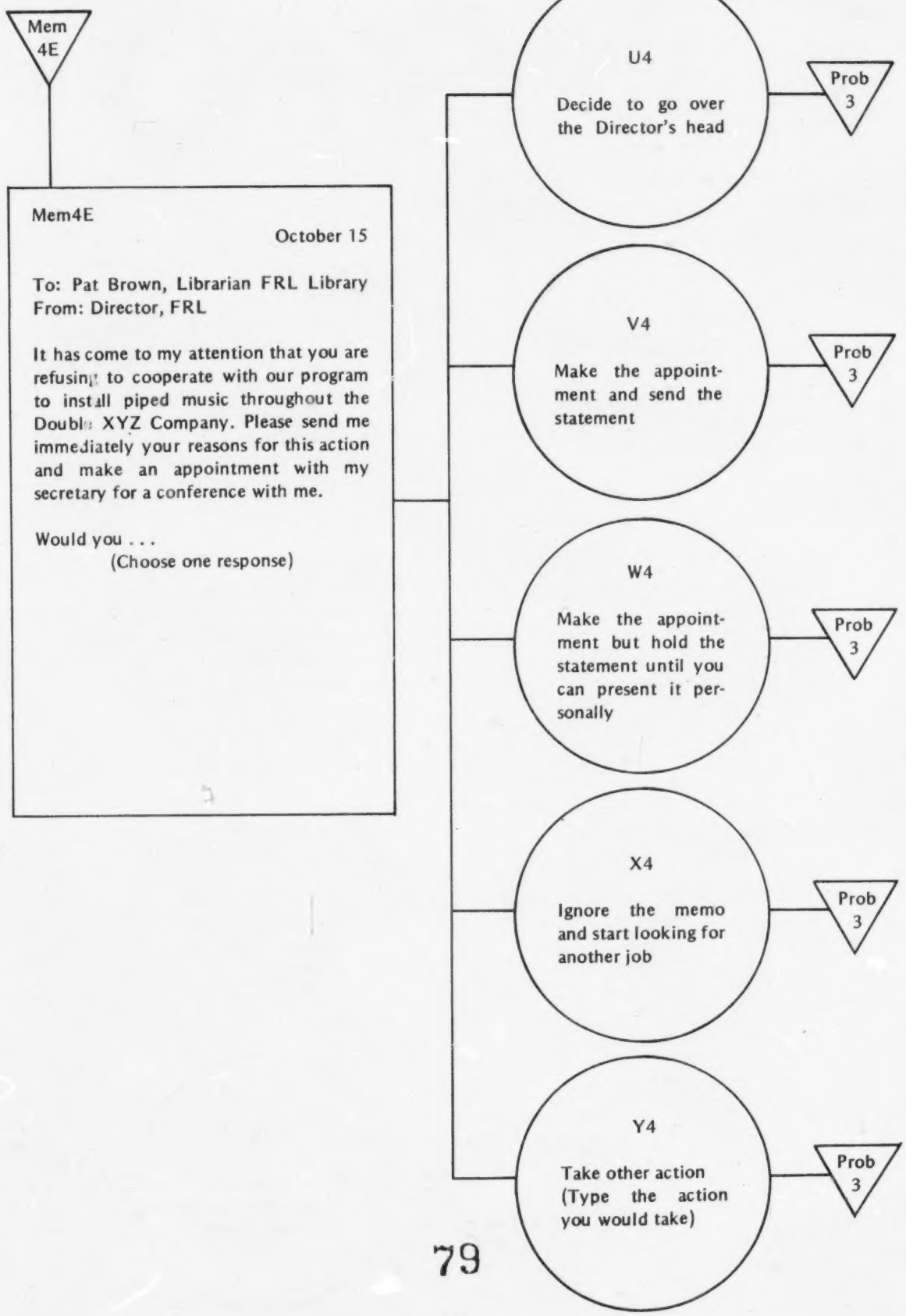
Prob 3

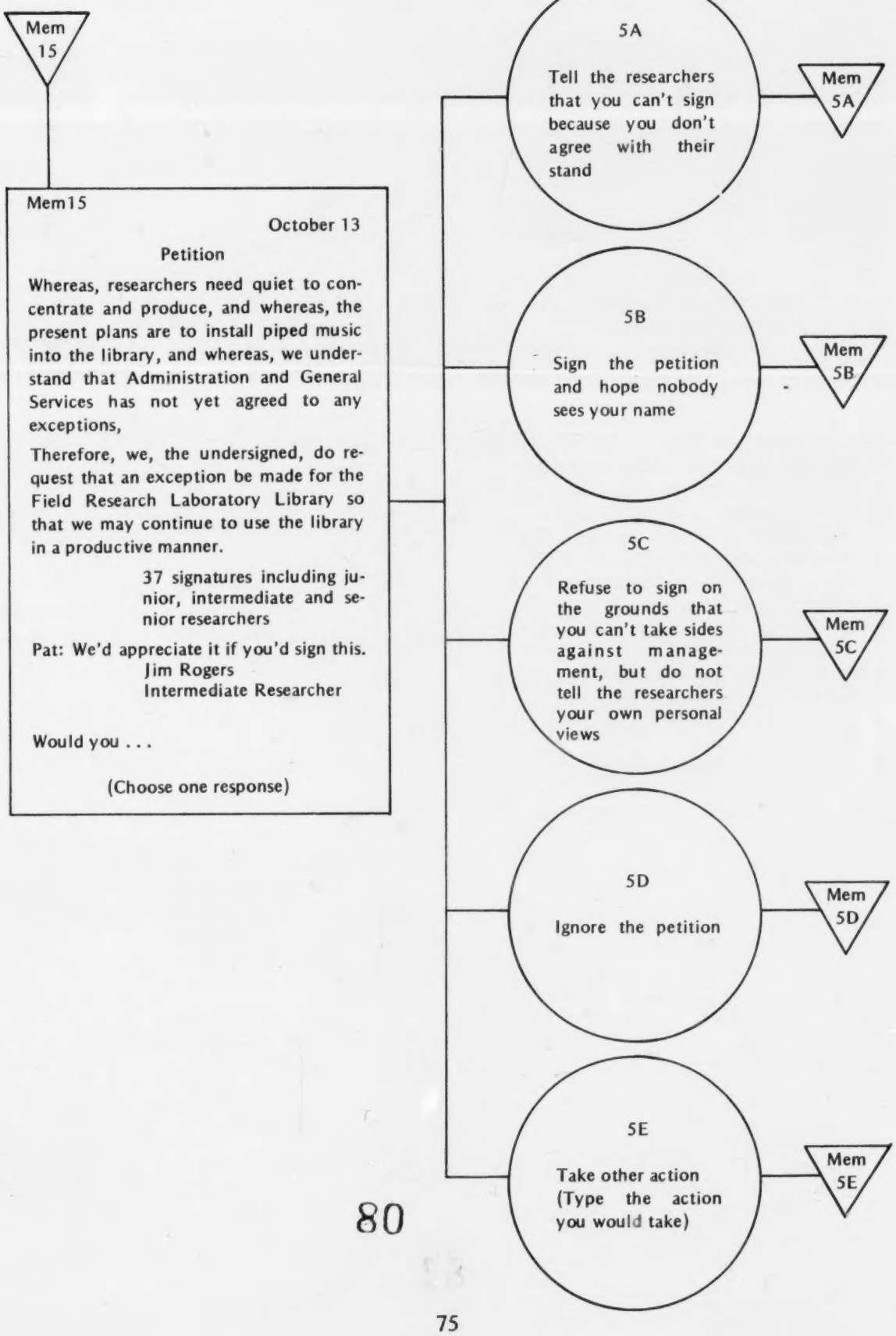
T4

Take other action (Type the action you would take)

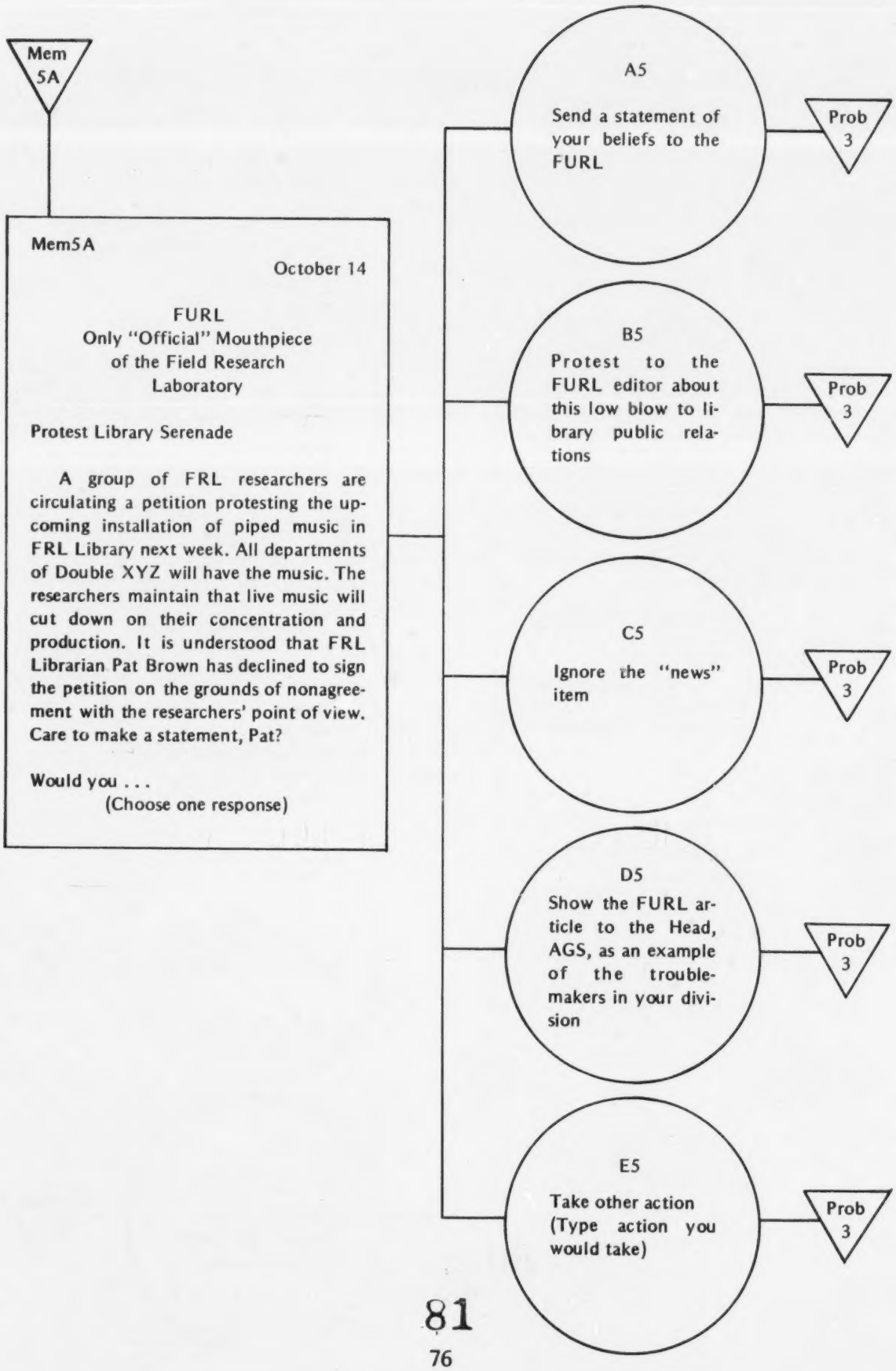
Prob 3

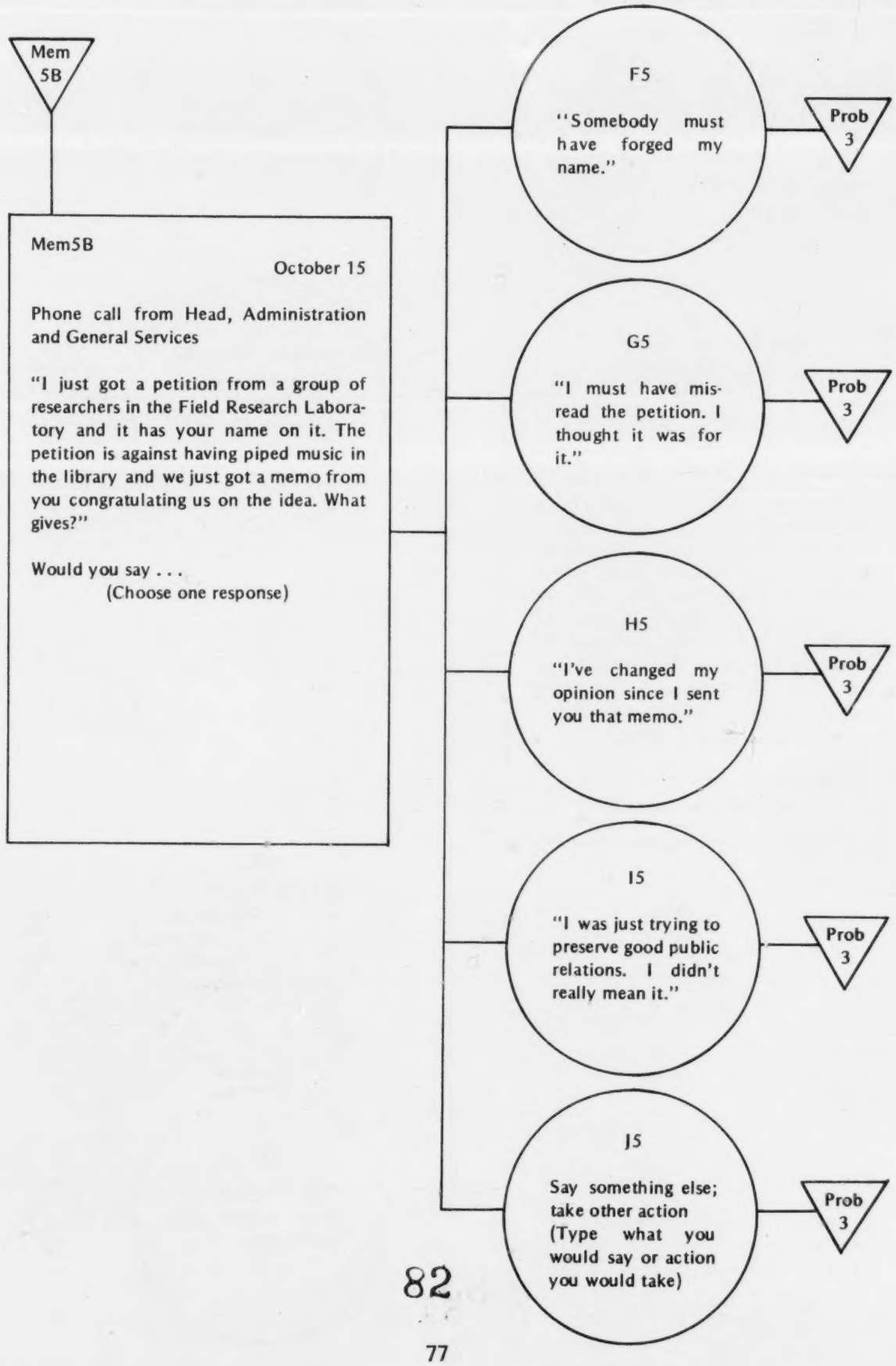
78.

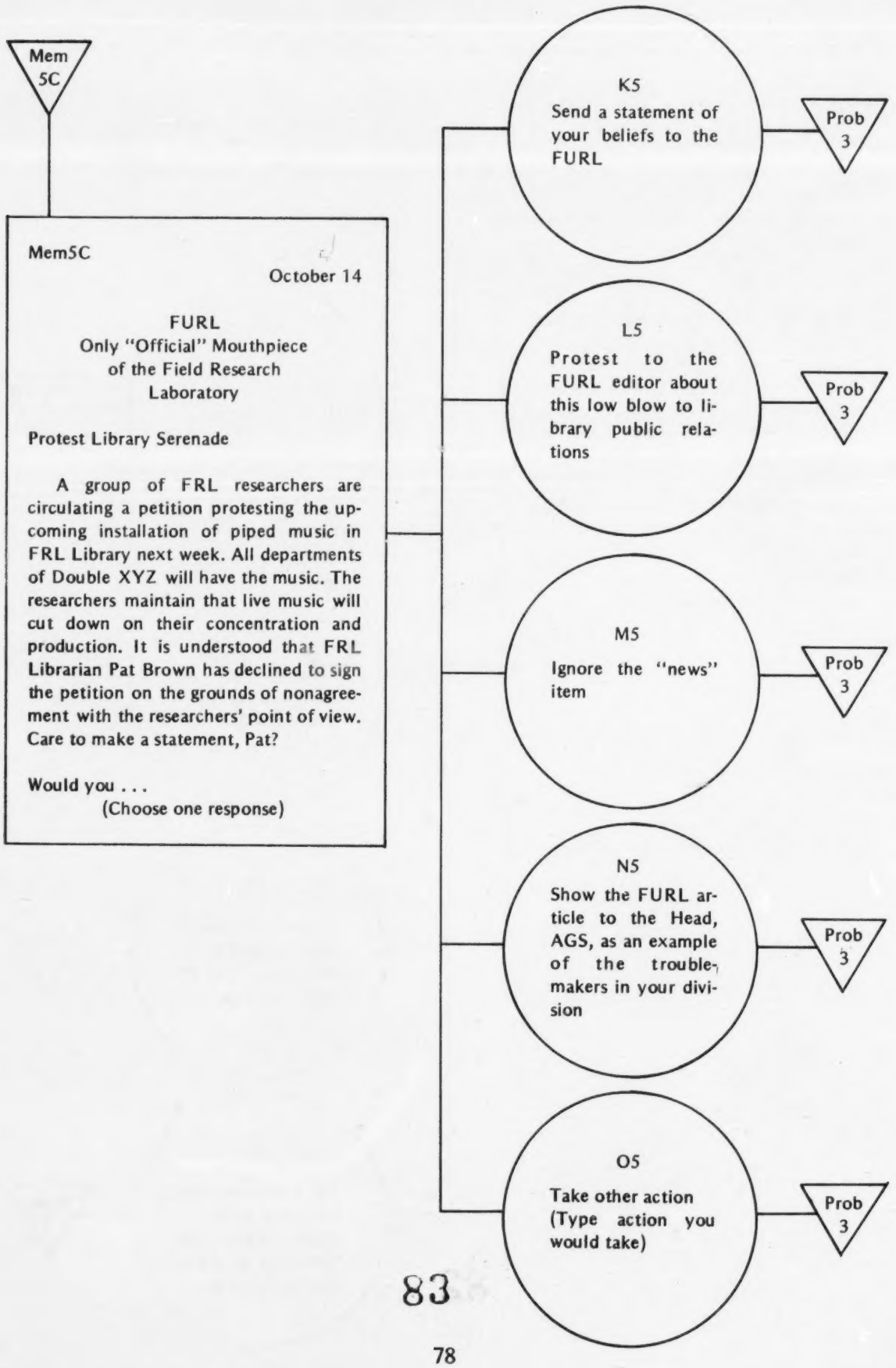

Mem
4E
Mem4E
October 15
To: Pat Brown, Librarian FRL Library
From: Director, FRL
It has come to my attention that you are refusing to cooperate with our program to install piped music throughout the Double XYZ Company. Please send me immediately your reasons for this action and make an appointment with my secretary for a conference with me.
Would you . . .
(Choose one response)
U4
Decide to go over the Director's head
Prob
3
V4
Make the appointment and send the statement
Prob
3
W4
Make the appointment but hold the statement until you can present it personally
Prob
3
X4
Ignore the memo and start looking for another job
Prob
3
Y4
Take other action (Type the action you would take)
Prob
3

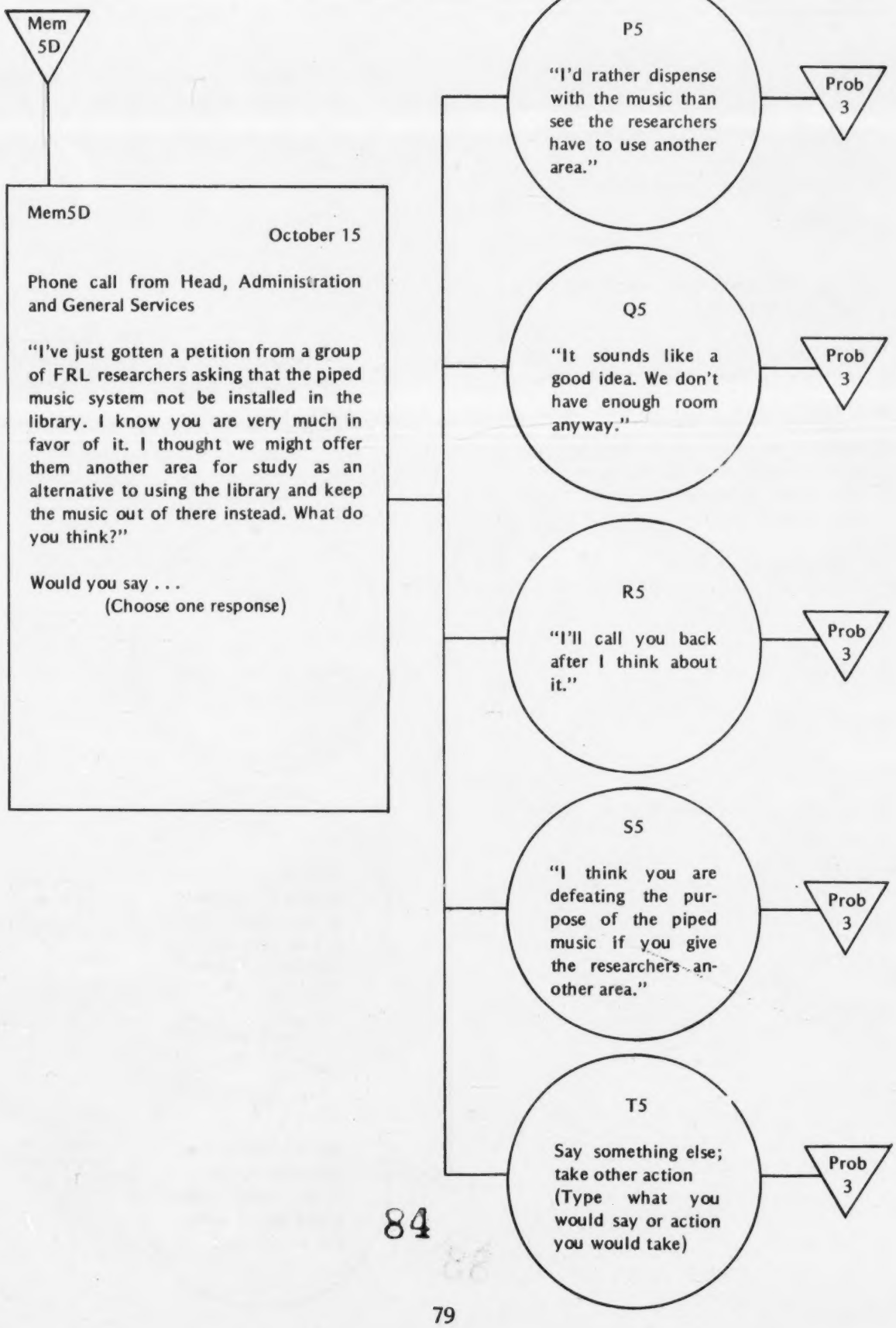

Mem 15
Mem15
October 13
Petition
Whereas, researchers need quiet to concentrate and produce, and whereas, the present plans are to install piped music into the library, and whereas, we understand that Administration and General Services has not yet agreed to any exceptions,
Therefore, we, the undersigned, do request that an exception be made for the Field Research Laboratory Library so that we may continue to use the library in a productive manner.
37 signatures including junior, intermediate and senior researchers
Pat: We'd appreciate it if you'd sign this.
Jim Rogers
Intermediate Researcher
Would you . . .
(Choose one response)
5A
Tell the researchers that you can't sign because you don't agree with their stand
Mem 5A
5B
Sign the petition and hope nobody sees your name
Mem 5B
5C
Refuse to sign on the grounds that you can't take sides against management, but do not tell the researchers your own personal views
Mem 5C
5D
Ignore the petition
Mem 5D
5E
Take other action (Type the action you would take)
Mem 5E

80

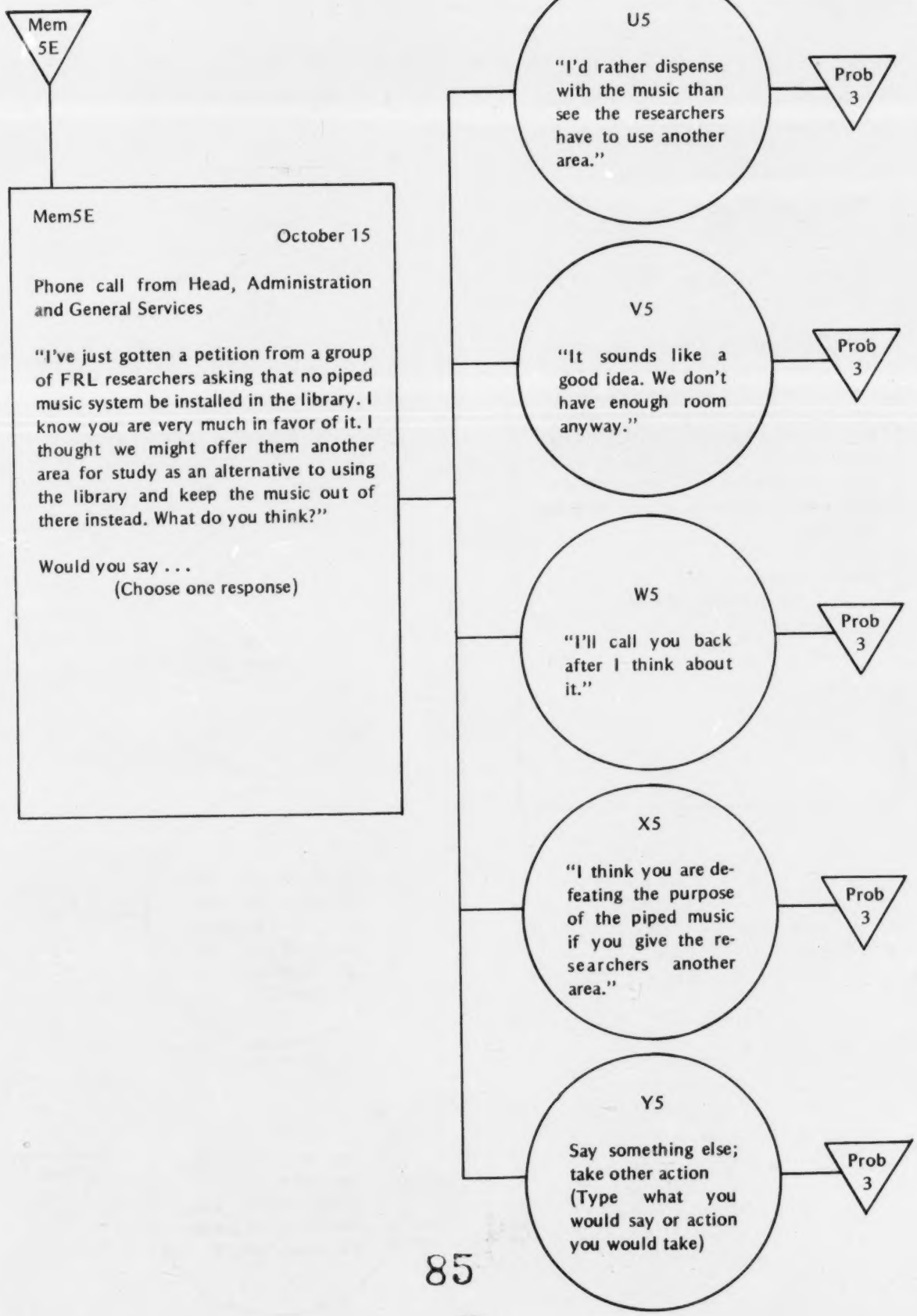

Mem 5A
Mem5A
October 14
FURL
Only "Official" Mouthpiece of the Field Research Laboratory
Protest Library Serenade
A group of FRL researchers are circulating a petition protesting the upcoming installation of piped music in FRL Library next week. All departments of Double XYZ will have the music. The researchers maintain that live music will cut down on their concentration and production. It is understood that FRL Librarian Pat Brown has declined to sign the petition on the grounds of nonagreement with the researchers' point of view. Care to make a statement, Pat?
Would you . . .
(Choose one response)
A5
Send a statement of your beliefs to the FURL
Prob 3
B5
Protest to the FURL editor about this low blow to library public relations
Prob 3
C5
Ignore the "news" item
Prob 3
D5
Show the FURL article to the Head, AGS, as an example of the troublemakers in your division
Prob 3
E5
Take other action (Type action you would take)
Prob 3


Mem 5B
Mem5B
October 15
Phone call from Head, Administration and General Services
"I just got a petition from a group of researchers in the Field Research Laboratory and it has your name on it. The petition is against having piped music in the library and we just got a memo from you congratulating us on the idea. What gives?"
Would you say . . .
(Choose one response)
F5
"Somebody must have forged my name."
Prob 3
G5
"I must have misread the petition. I thought it was for it."
Prob 3
H5
"I've changed my opinion since I sent you that memo."
Prob 3
I5
"I was just trying to preserve good public relations. I didn't really mean it."
Prob 3
J5
Say something else; take other action (Type what you would say or action you would take)
Prob 3


Mem 5C
Mem5C
October 14
FURL
Only "Official" Mouthpiece of the Field Research Laboratory
Protest Library Serenade
A group of FRL researchers are circulating a petition protesting the upcoming installation of piped music in FRL Library next week. All departments of Double XYZ will have the music. The researchers maintain that live music will cut down on their concentration and production. It is understood that FRL Librarian Pat Brown has declined to sign the petition on the grounds of nonagreement with the researchers' point of view. Care to make a statement, Pat?
Would you . . .
(Choose one response)
K5
Send a statement of your beliefs to the FURL
Prob 3
L5
Protest to the FURL editor about this low blow to library public relations
Prob 3
M5
Ignore the "news" item
Prob 3
N5
Show the FURL article to the Head, AGS, as an example of the trouble-makers in your division
Prob 3
O5
Take other action (Type action you would take)
Prob 3


Mem 5D
Mem5D
October 15
Phone call from Head, Administration and General Services
"I've just gotten a petition from a group of FRL researchers asking that the piped music system not be installed in the library. I know you are very much in favor of it. I thought we might offer them another area for study as an alternative to using the library and keep the music out of there instead. What do you think?"
Would you say . . .
(Choose one response)
P5
"I'd rather dispense with the music than see the researchers have to use another area."
Prob 3
Q5
"It sounds like a good idea. We don't have enough room anyway."
Prob 3
R5
"I'll call you back after I think about it."
Prob 3
S5
"I think you are defeating the purpose of the piped music if you give the researchers another area."
Prob 3
T5
Say something else; take other action (Type what you would say or action you would take)
Prob 3

84


Mem 5E
Mem5E
October 15
Phone call from Head, Administration and General Services
"I've just gotten a petition from a group of FRL researchers asking that no piped music system be installed in the library. I know you are very much in favor of it. I thought we might offer them another area for study as an alternative to using the library and keep the music out of there instead. What do you think?"
Would you say . . .
(Choose one response)
U5
"I'd rather dispense with the music than see the researchers have to use another area."
Prob 3
V5
"It sounds like a good idea. We don't have enough room anyway."
Prob 3
W5
"I'll call you back after I think about it."
Prob 3
X5
"I think you are defeating the purpose of the piped music if you give the researchers another area."
Prob 3
Y5
Say something else; take other action (Type what you would say or action you would take)
Prob 3

Seminal Problem 3

Prob 3

Prob3

October 22

Phone call from Jay Ward, Intermediate Engineer

"I have just received another overdue notice. I returned that book six weeks ago. I gave it to Mrs. Stone at the desk. She said thank you. I knew I should have taken it to Miss Main. Mrs. Stone never gets anything right. Why can't you all have more efficient help? I don't have time to fool around with this business. This is the second time this year that this has happened. This is the worst library I've ever had to deal with and I've been to plenty."

Would you say . . .
(Choose one response)

11

"Thank you for letting me know about this. You know we always try to give good service. I'm very sorry it happened & will take care of this immediately." Call in Mrs. Stone & remind her of the importance of good public relations.

Mem 11

12

"Mrs. Stone is very competent and rarely makes a mistake. However, I'll make a check." Look for the book yourself since Mrs. Stone is sensitive to criticism.

Mem 12

13

"Thank you for letting me know about this. Mrs. Stone is usually very careful. Why don't you check your office again." Wait for further developments before confronting sensitive Mrs. Stone.

Mem 13

14

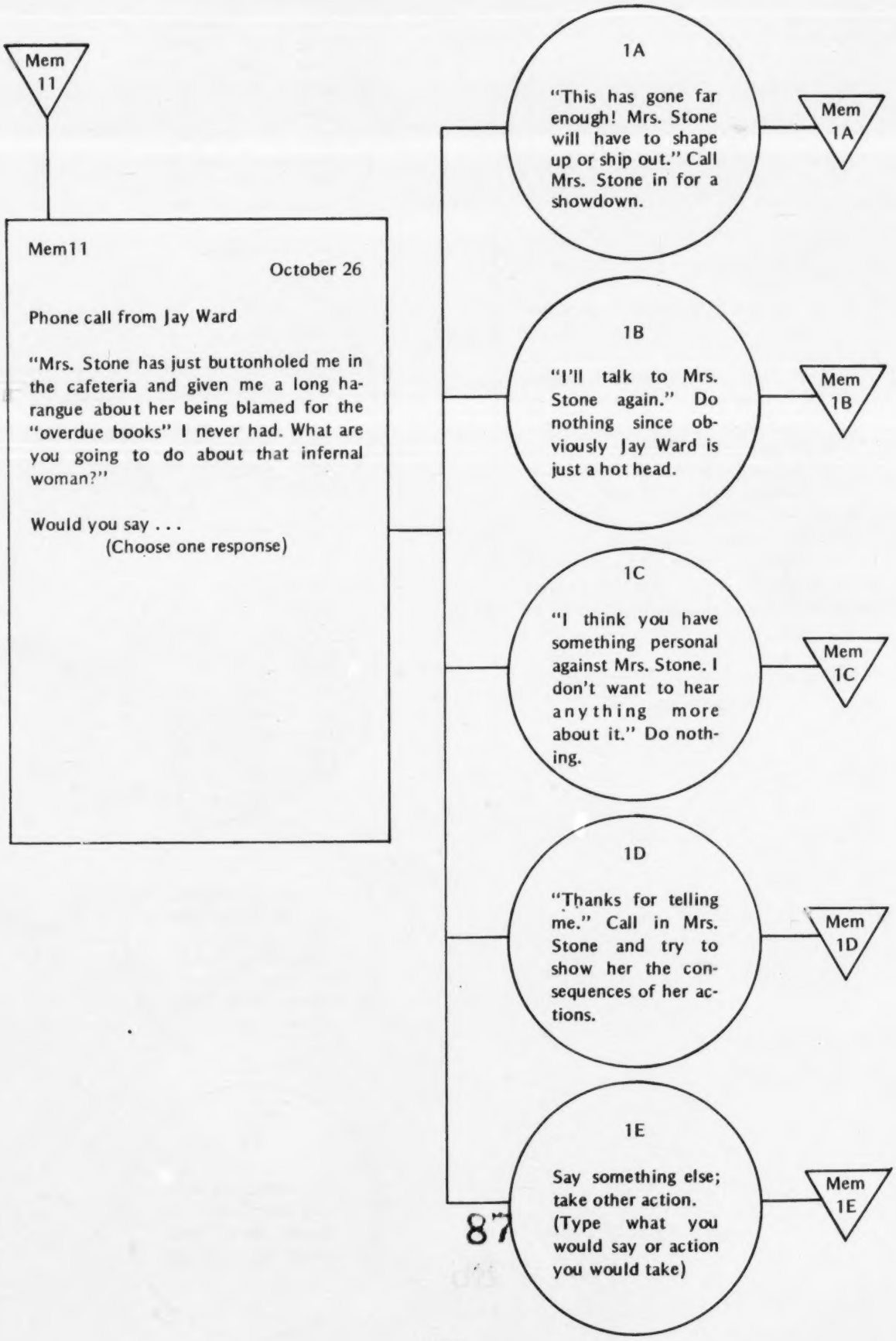
"Thank you for letting me know about this. I'm very sorry it happened. I'll talk to Mrs. Stone." Confer with Mrs. Stone.

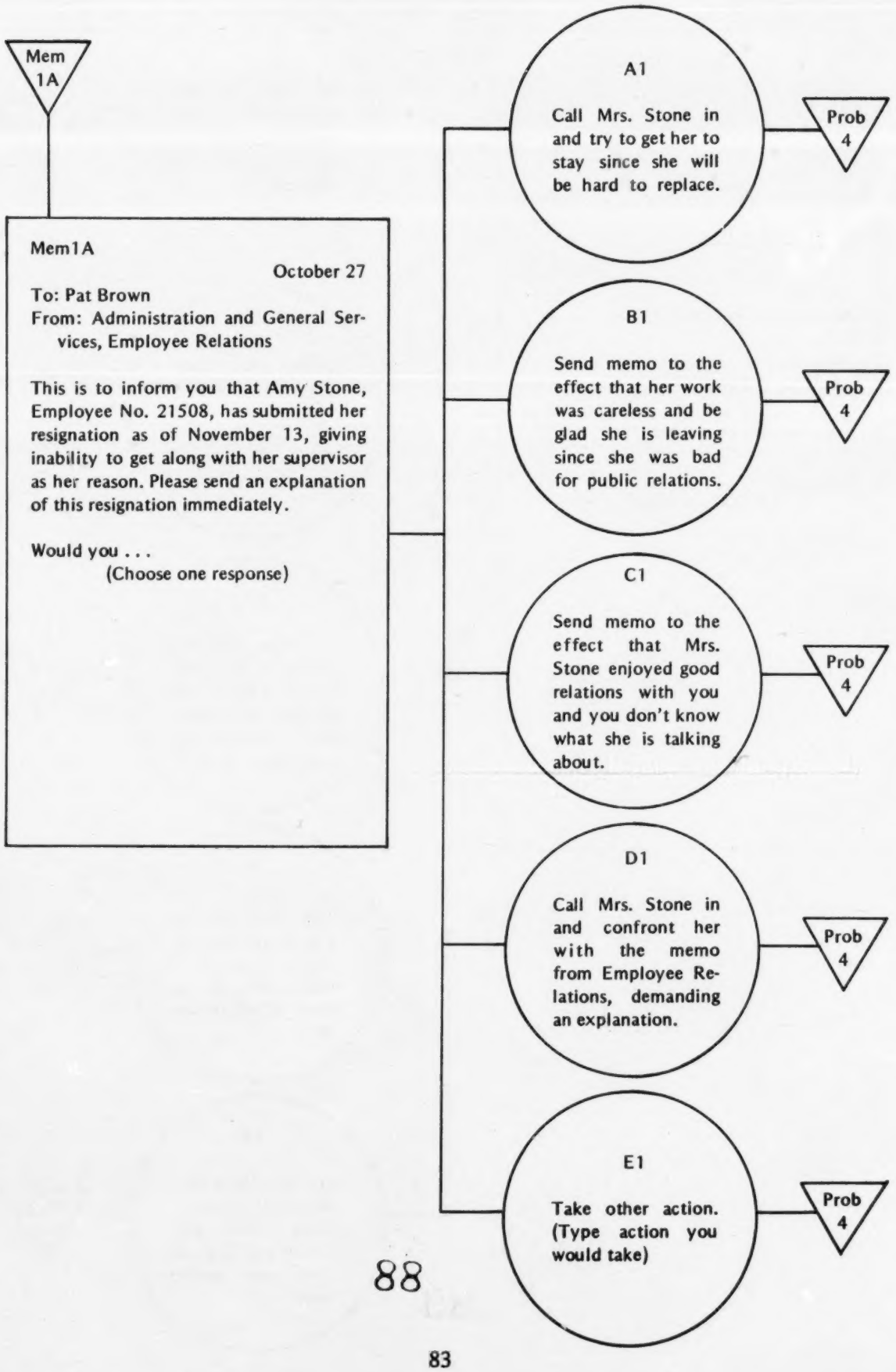
Mem 14

15

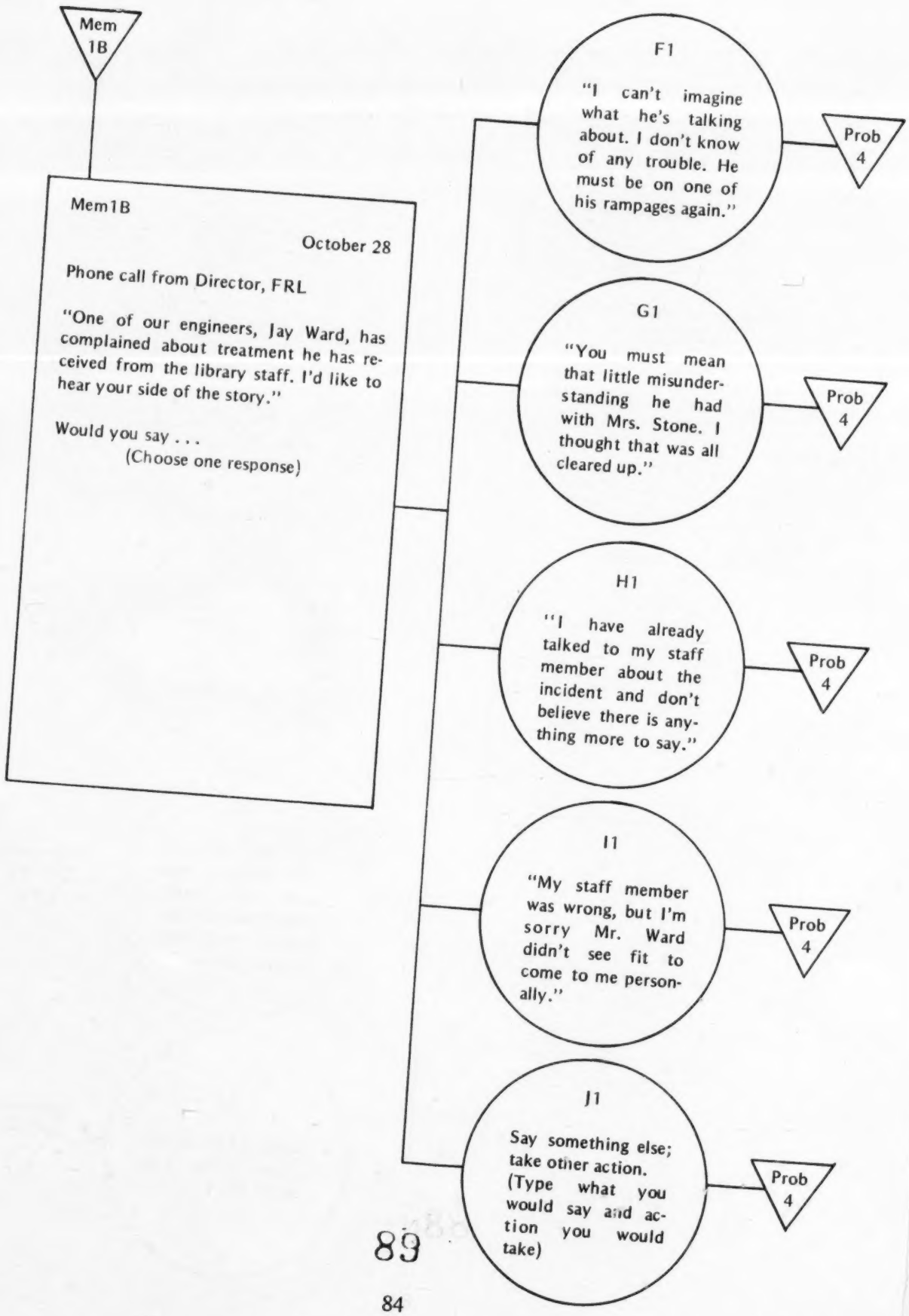
Say something else; take other action. (Type what you would say and do)

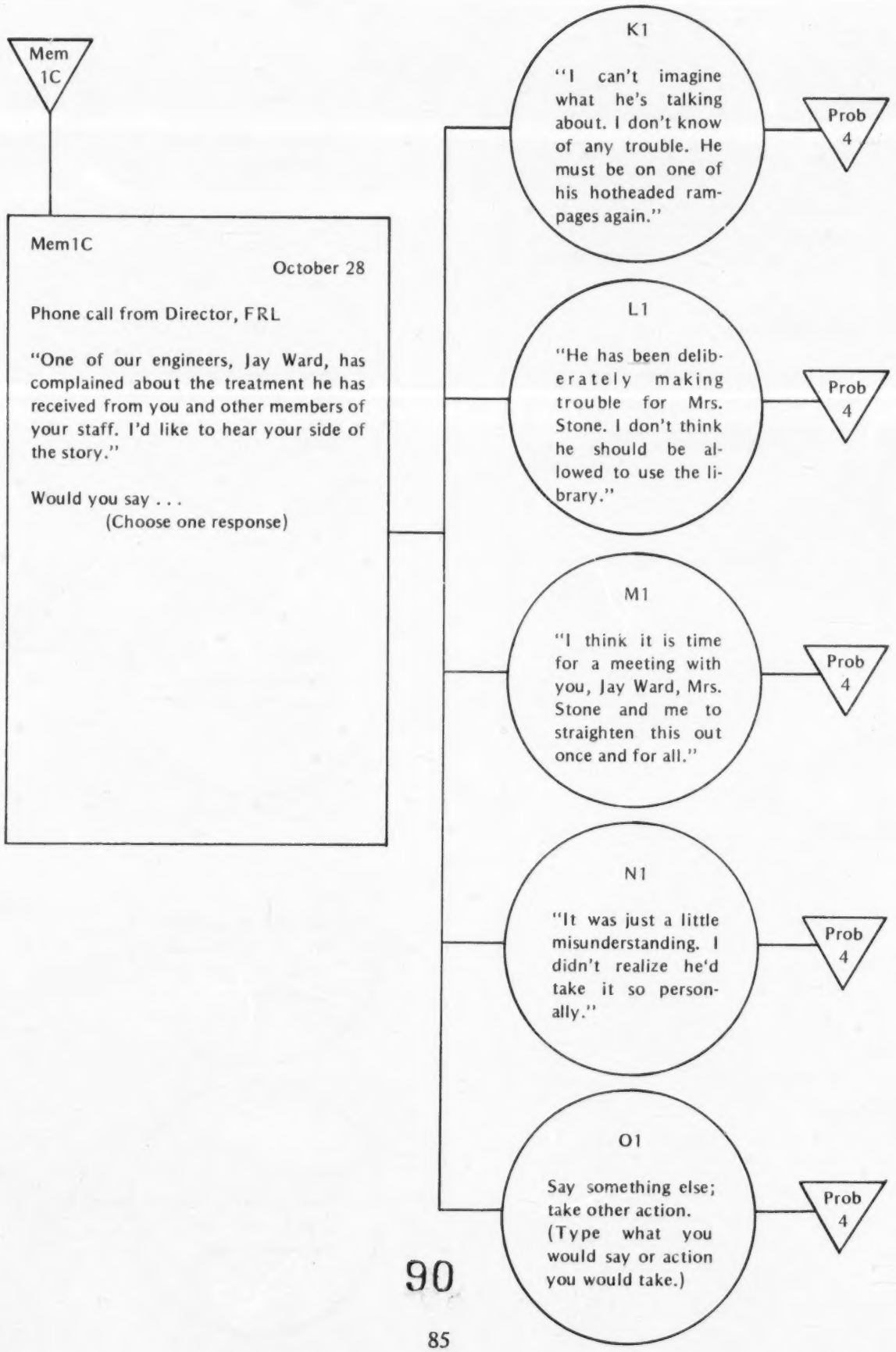
Mem 15

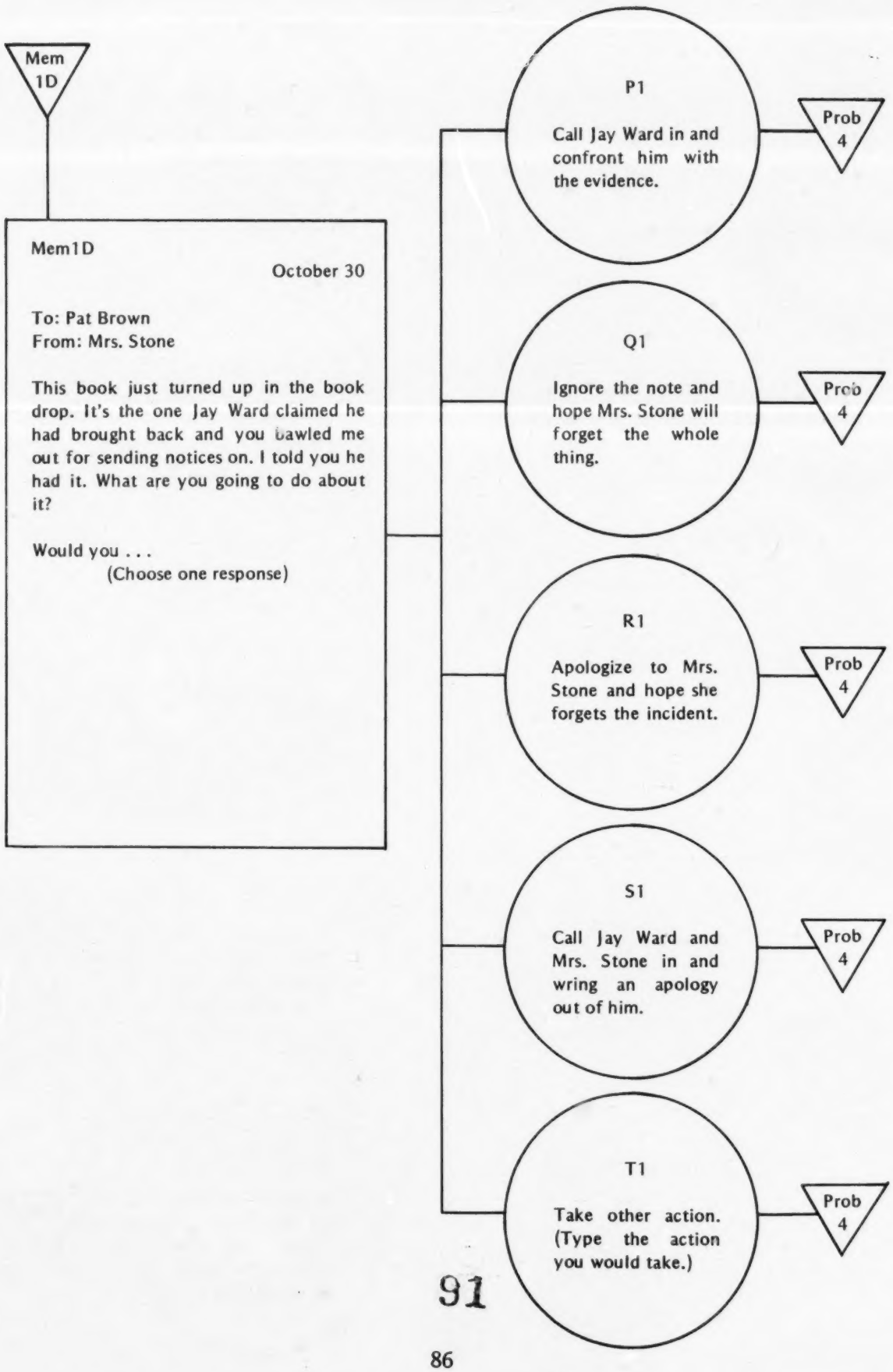

Mem 11
Mem11
October 26
Phone call from Jay Ward
"Mrs. Stone has just buttonholed me in the cafeteria and given me a long harangue about her being blamed for the "overdue books" I never had. What are you going to do about that infernal woman?"
Would you say . . .
(Choose one response)
1A
"This has gone far enough! Mrs. Stone will have to shape up or ship out." Call Mrs. Stone in for a showdown.
Mem 1A
1B
"I'll talk to Mrs. Stone again." Do nothing since obviously Jay Ward is just a hot head.
Mem 1B
1C
"I think you have something personal against Mrs. Stone. I don't want to hear anything more about it." Do nothing.
Mem 1C
1D
"Thanks for telling me." Call in Mrs. Stone and try to show her the consequences of her actions.
Mem 1D
1E
Say something else; take other action. (Type what you would say or action you would take)
Mem 1E
87


Mem 1A
Mem1A
October 27
To: Pat Brown
From: Administration and General Services, Employee Relations
This is to inform you that Amy Stone, Employee No. 21508, has submitted her resignation as of November 13, giving inability to get along with her supervisor as her reason. Please send an explanation of this resignation immediately.
Would you . . .
(Choose one response)
A1
Call Mrs. Stone in and try to get her to stay since she will be hard to replace.
Prob 4
B1
Send memo to the effect that her work was careless and be glad she is leaving since she was bad for public relations.
Prob 4
C1
Send memo to the effect that Mrs. Stone enjoyed good relations with you and you don't know what she is talking about.
Prob 4
D1
Call Mrs. Stone in and confront her with the memo from Employee Relations, demanding an explanation.
Prob 4
E1
Take other action. (Type action you would take)
Prob 4

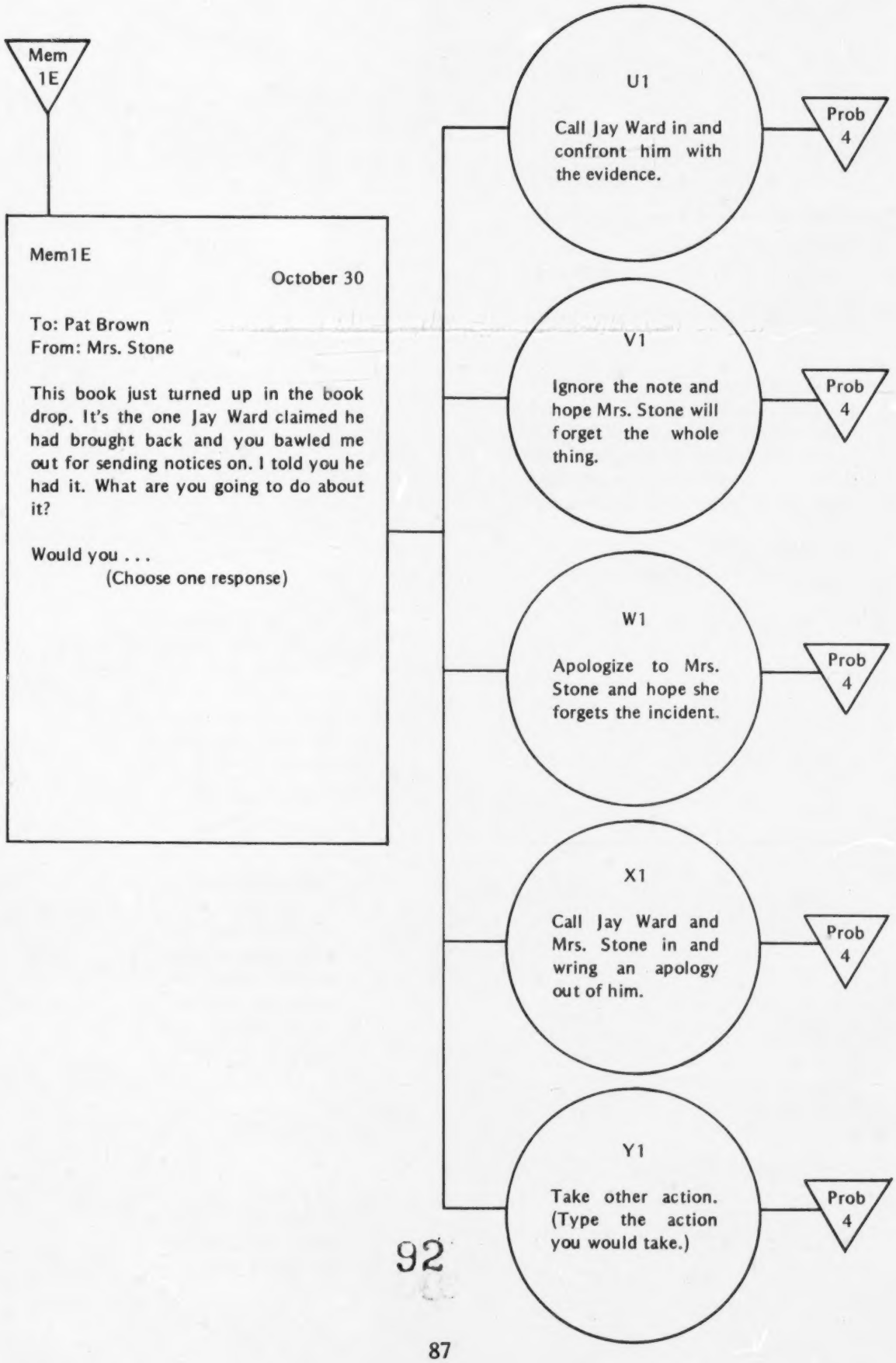
88

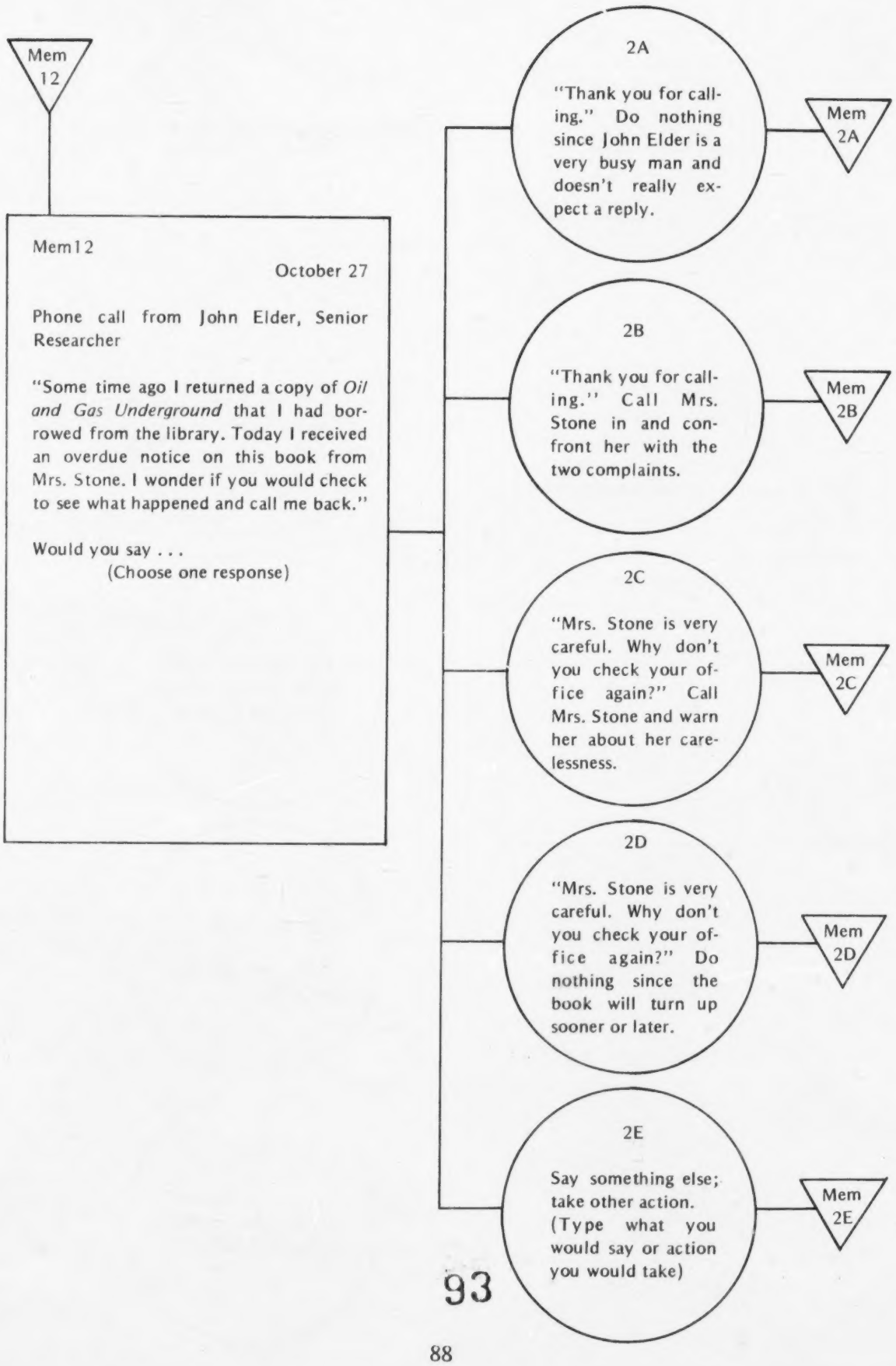

Mem 1B
Mem1B
October 28
Phone call from Director, FRL
"One of our engineers, Jay Ward, has complained about treatment he has received from the library staff. I'd like to hear your side of the story."
Would you say . . .
(Choose one response)
F1
"I can't imagine what he's talking about. I don't know of any trouble. He must be on one of his rampages again."
Prob 4
G1
"You must mean that little misunderstanding he had with Mrs. Stone. I thought that was all cleared up."
Prob 4
H1
"I have already talked to my staff member about the incident and don't believe there is anything more to say."
Prob 4
I1
"My staff member was wrong, but I'm sorry Mr. Ward didn't see fit to come to me personally."
Prob 4
J1
Say something else; take other action. (Type what you would say and action you would take)
Prob 4

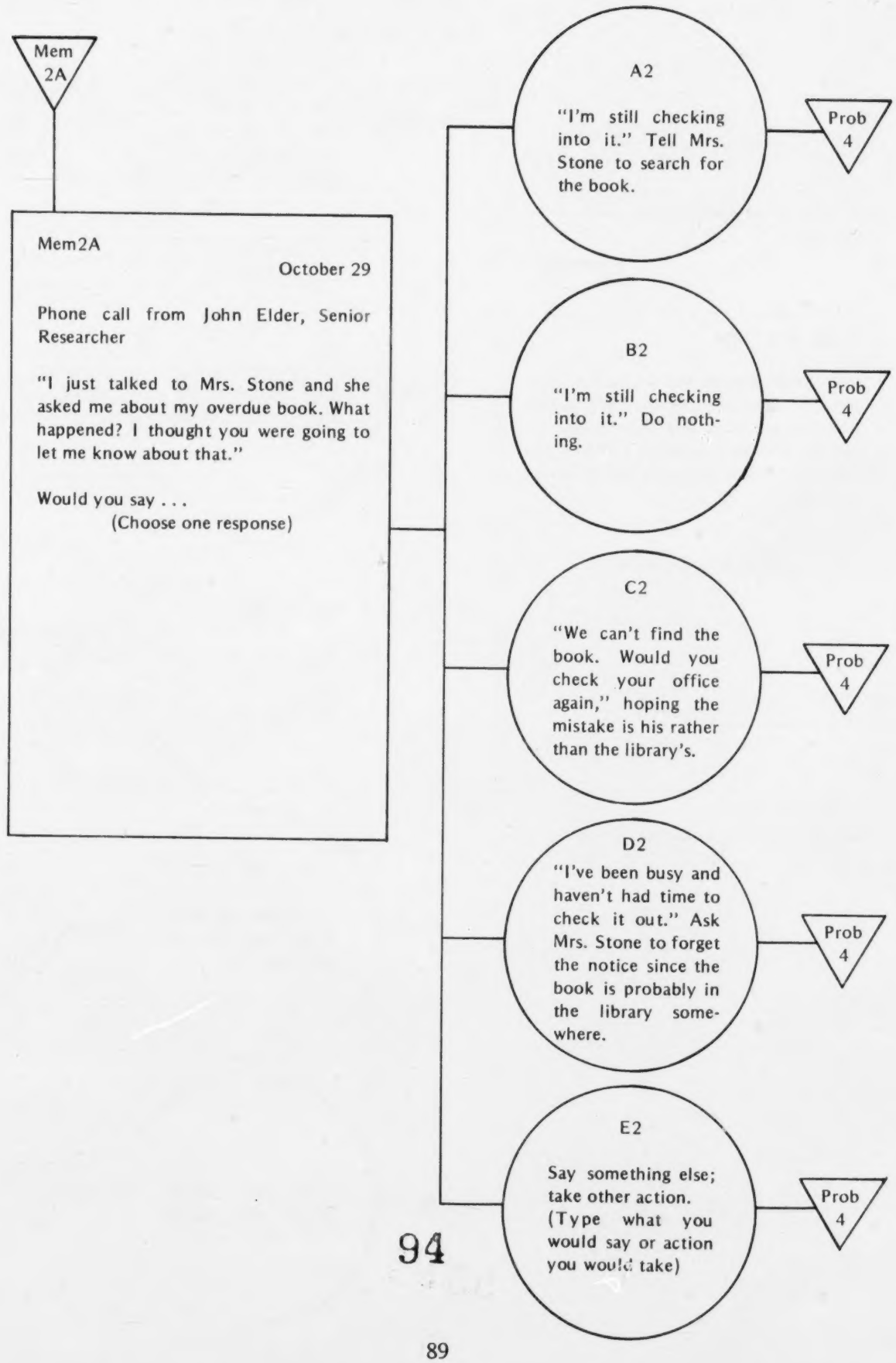

Mem 1C
Mem1C
October 28
Phone call from Director, FRL
"One of our engineers, Jay Ward, has complained about the treatment he has received from you and other members of your staff. I'd like to hear your side of the story."
Would you say . . .
(Choose one response)
K1
"I can't imagine what he's talking about. I don't know of any trouble. He must be on one of his hotheaded rampages again."
Prob 4
L1
"He has been deliberately making trouble for Mrs. Stone. I don't think he should be allowed to use the library."
Prob 4
M1
"I think it is time for a meeting with you, Jay Ward, Mrs. Stone and me to straighten this out once and for all."
Prob 4
N1
"It was just a little misunderstanding. I didn't realize he'd take it so personally."
Prob 4
O1
Say something else; take other action. (Type what you would say or action you would take.)
Prob 4


Mem 1D
Mem1D
October 30
To: Pat Brown
From: Mrs. Stone
This book just turned up in the book drop. It's the one Jay Ward claimed he had brought back and you bawled me out for sending notices on. I told you he had it. What are you going to do about it?
Would you . . .
(Choose one response)
P1
Call Jay Ward in and confront him with the evidence.
Prob 4
Q1
Ignore the note and hope Mrs. Stone will forget the whole thing.
Prob 4
R1
Apologize to Mrs. Stone and hope she forgets the incident.
Prob 4
S1
Call Jay Ward and Mrs. Stone in and wring an apology out of him.
Prob 4
T1
Take other action. (Type the action you would take.)
Prob 4

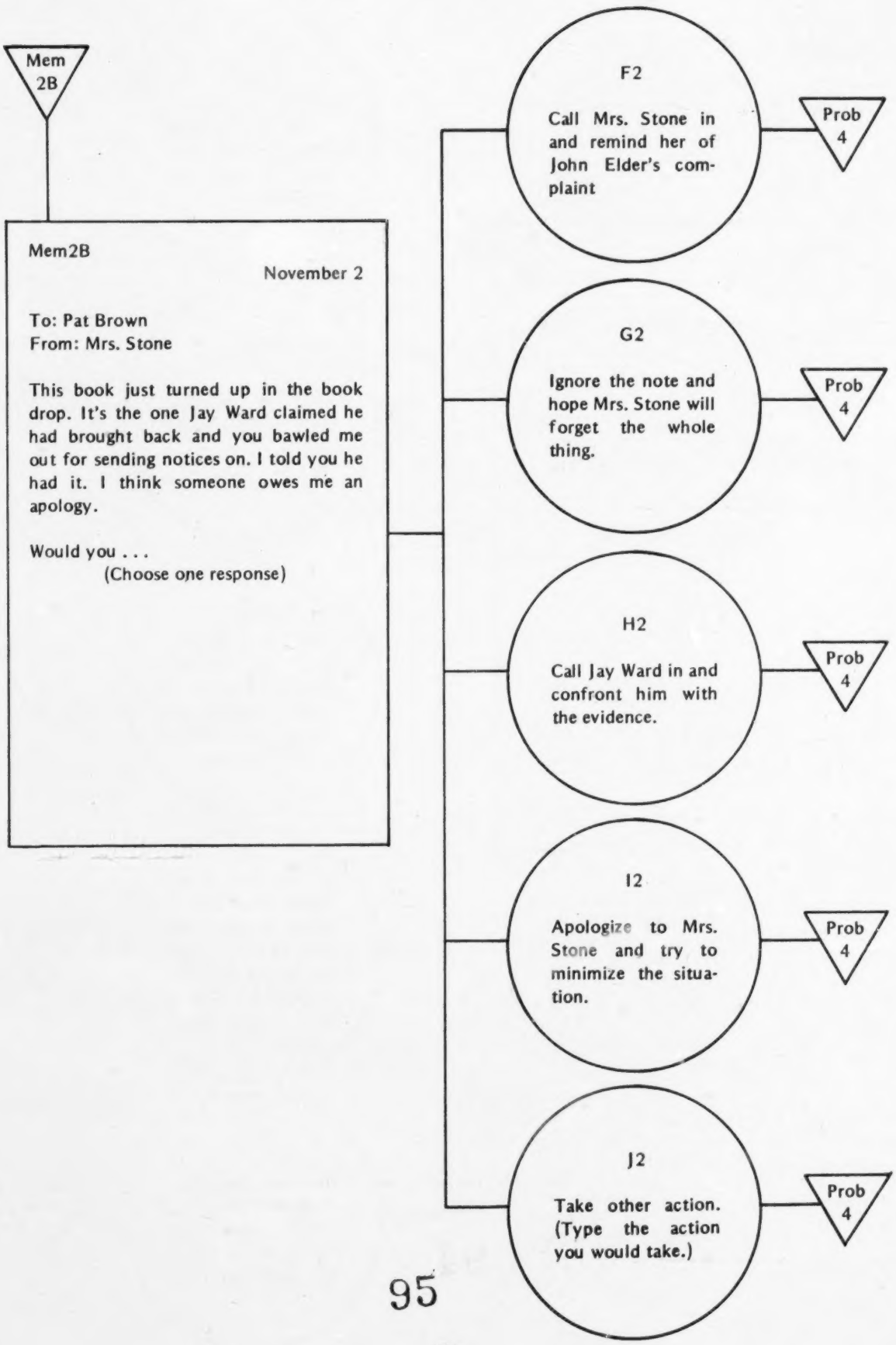
91

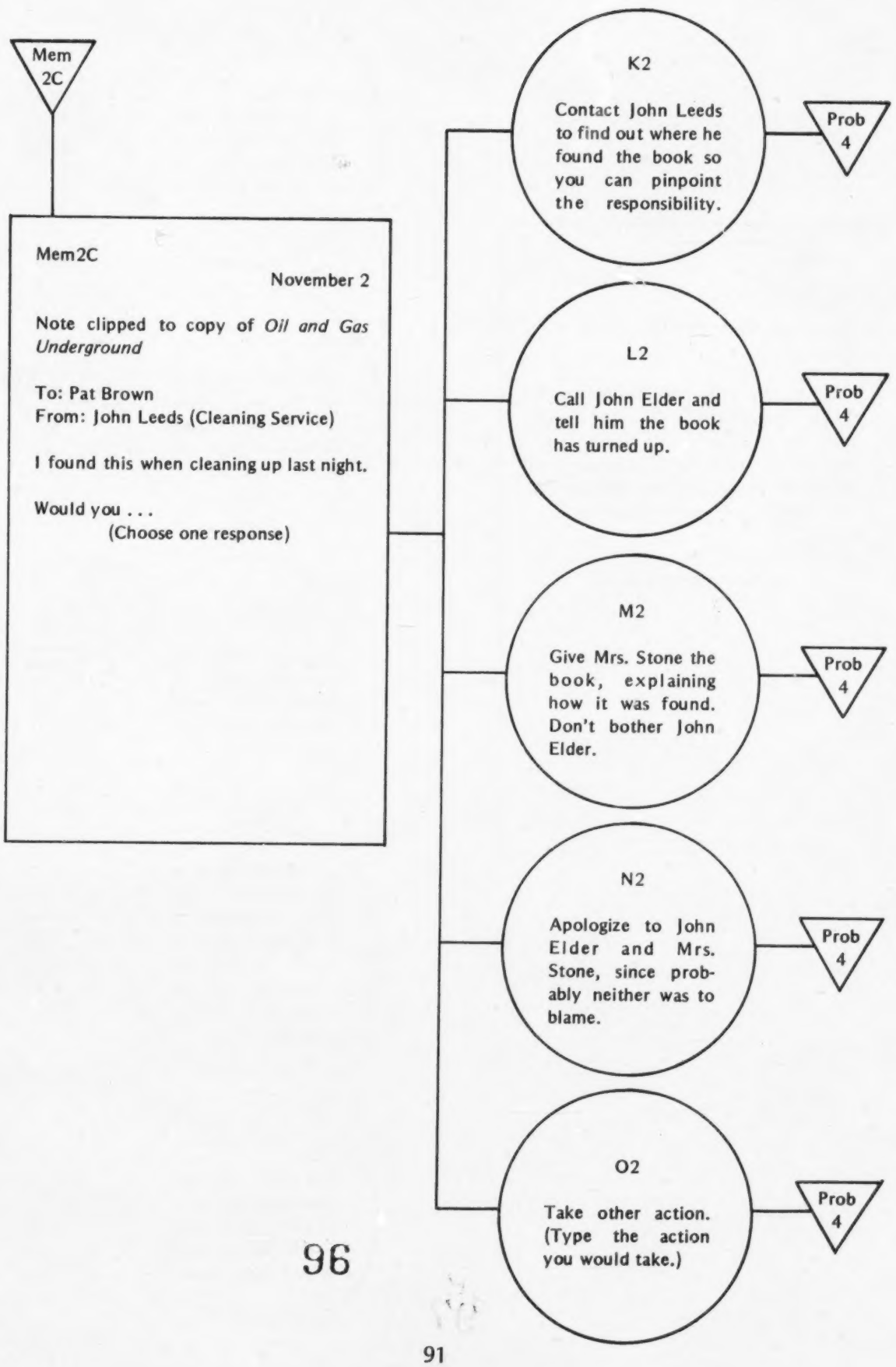

Mem
1E
Mem1E
October 30
To: Pat Brown
From: Mrs. Stone
This book just turned up in the book drop. It's the one Jay Ward claimed he had brought back and you bawled me out for sending notices on. I told you he had it. What are you going to do about it?
Would you . . .
(Choose one response)
U1
Call Jay Ward in and confront him with the evidence.
Prob
4
V1
Ignore the note and hope Mrs. Stone will forget the whole thing.
Prob
4
W1
Apologize to Mrs. Stone and hope she forgets the incident.
Prob
4
X1
Call Jay Ward and Mrs. Stone in and wring an apology out of him.
Prob
4
Y1
Take other action. (Type the action you would take.)
Prob
4

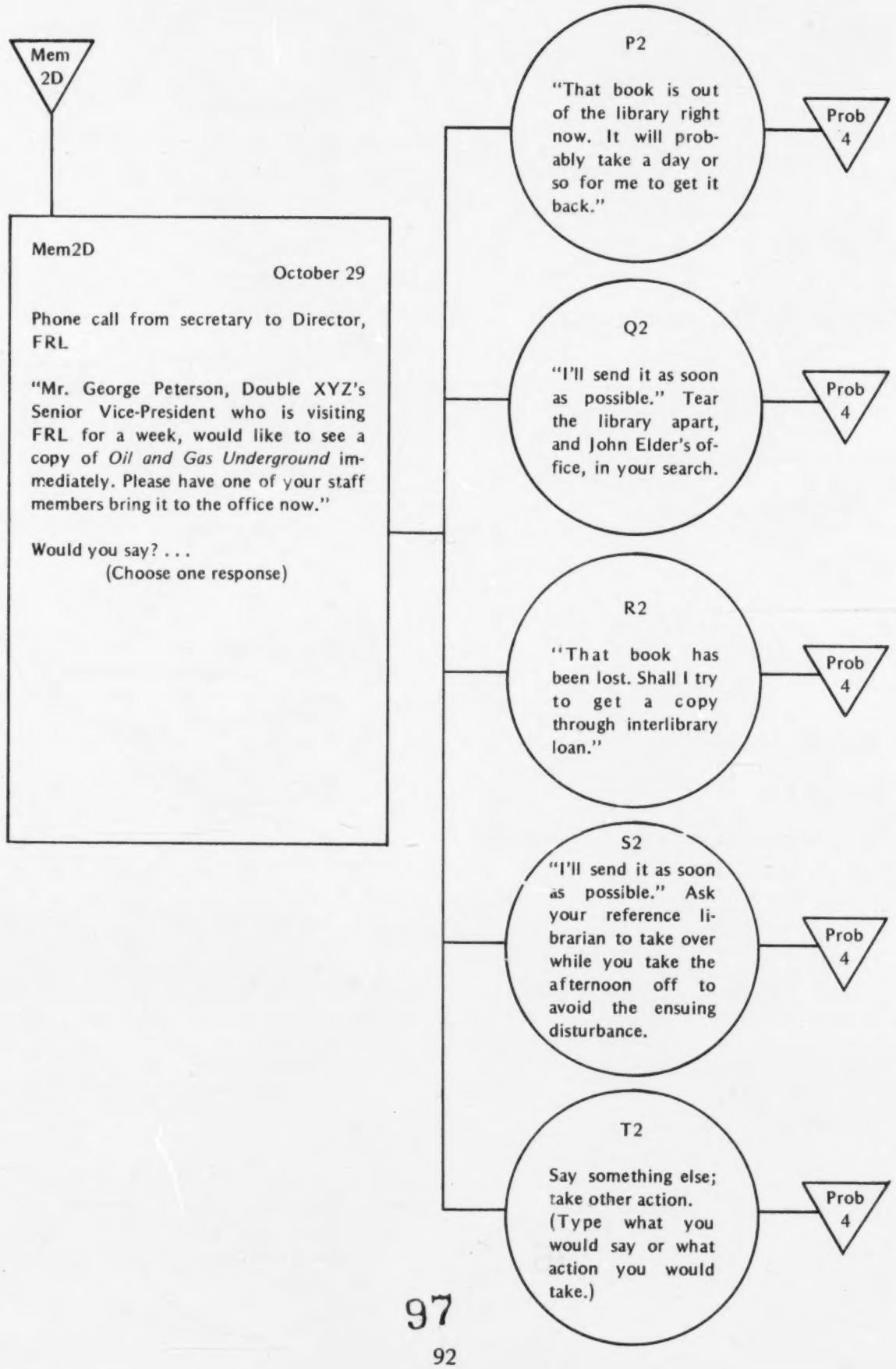

Mem 12
Mem12
October 27
Phone call from John Elder, Senior Researcher
"Some time ago I returned a copy of *Oil and Gas Underground* that I had borrowed from the library. Today I received an overdue notice on this book from Mrs. Stone. I wonder if you would check to see what happened and call me back."
Would you say . . .
(Choose one response)
2A
"Thank you for calling." Do nothing since John Elder is a very busy man and doesn't really expect a reply.
Mem 2A
2B
"Thank you for calling." Call Mrs. Stone in and confront her with the two complaints.
Mem 2B
2C
"Mrs. Stone is very careful. Why don't you check your office again?" Call Mrs. Stone and warn her about her carelessness.
Mem 2C
2D
"Mrs. Stone is very careful. Why don't you check your office again?" Do nothing since the book will turn up sooner or later.
Mem 2D
2E
Say something else; take other action. (Type what you would say or action you would take)
Mem 2E

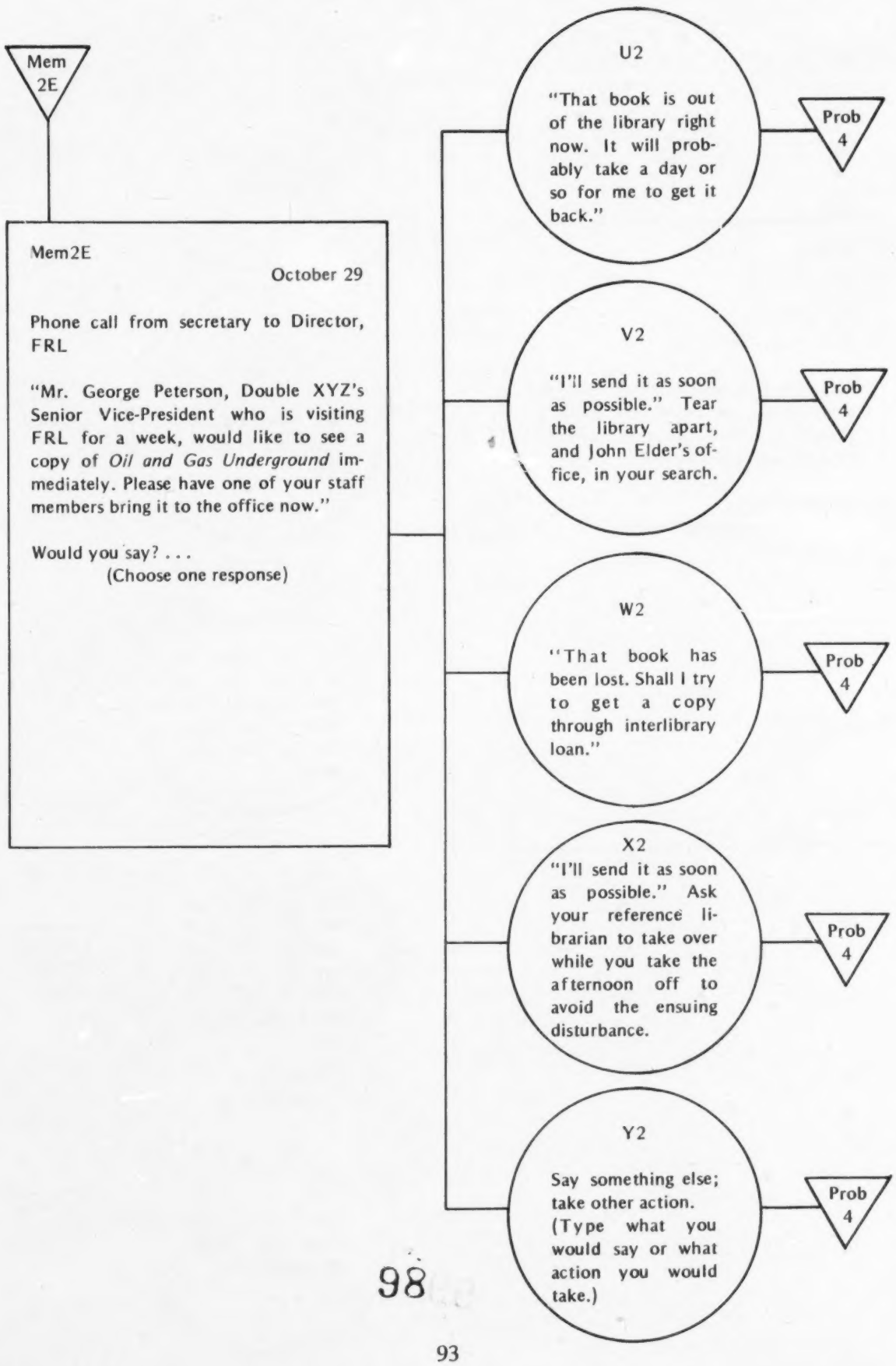

Mem 2A
Mem2A
October 29
Phone call from John Elder, Senior Researcher
"I just talked to Mrs. Stone and she asked me about my overdue book. What happened? I thought you were going to let me know about that."
Would you say . . .
(Choose one response)
A2
"I'm still checking into it." Tell Mrs. Stone to search for the book.
Prob 4
B2
"I'm still checking into it." Do nothing.
Prob 4
C2
"We can't find the book. Would you check your office again," hoping the mistake is his rather than the library's.
Prob 4
D2
"I've been busy and haven't had time to check it out." Ask Mrs. Stone to forget the notice since the book is probably in the library somewhere.
Prob 4
E2
Say something else; take other action. (Type what you would say or action you would take)
Prob 4

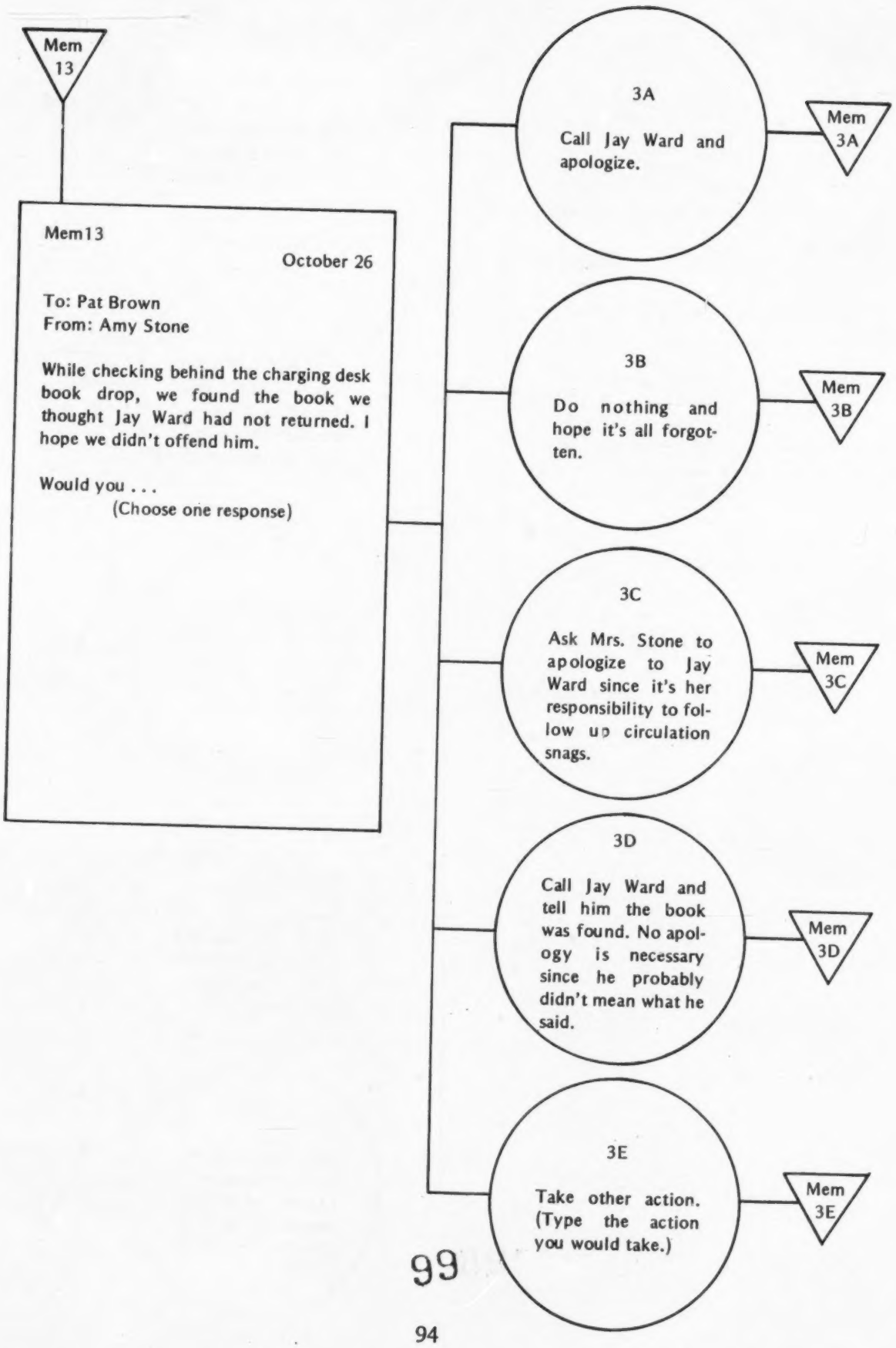
94

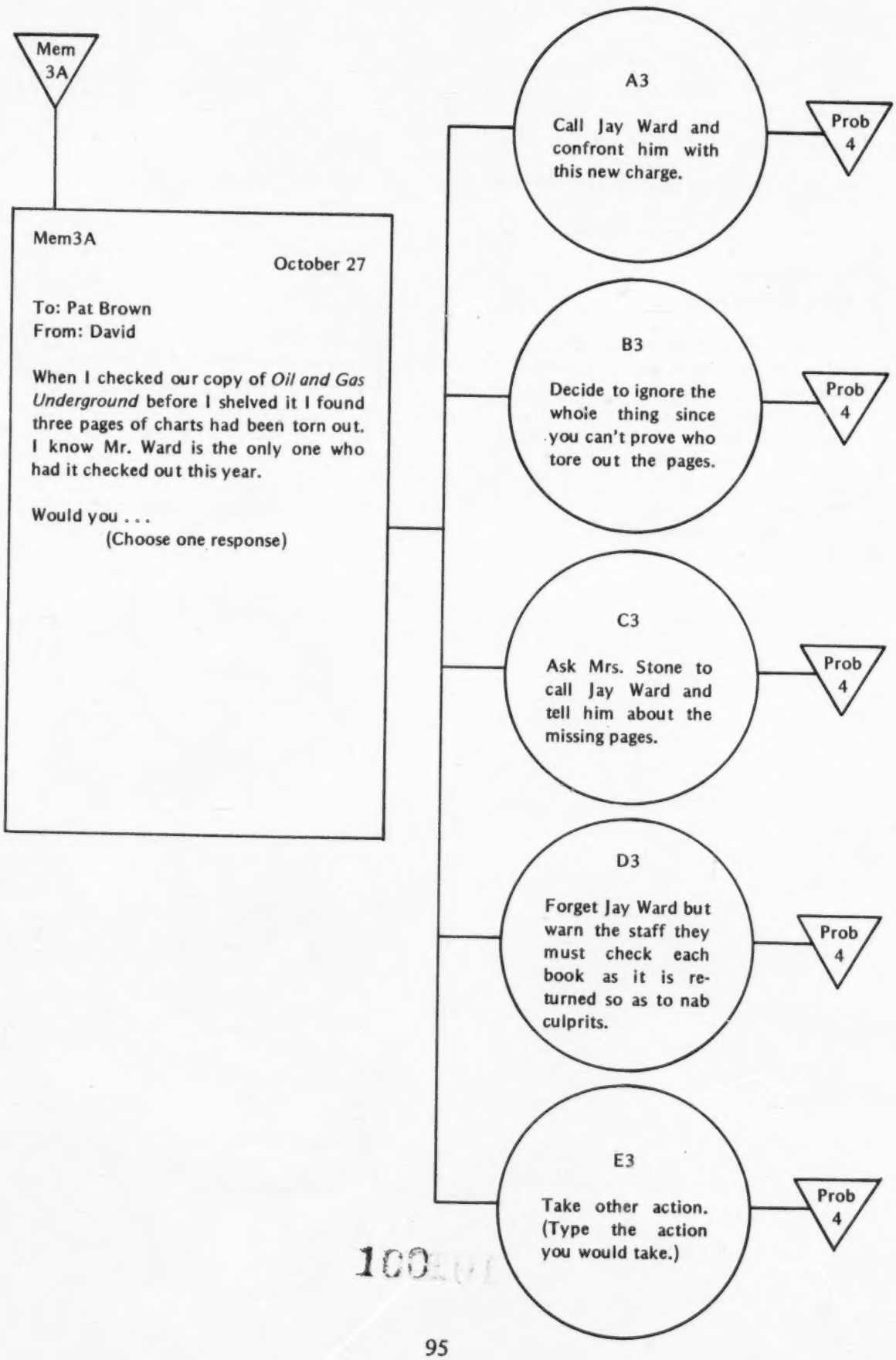

Mem
2B
Mem2B
November 2
To: Pat Brown
From: Mrs. Stone
This book just turned up in the book drop. It's the one Jay Ward claimed he had brought back and you bawled me out for sending notices on. I told you he had it. I think someone owes me an apology.
Would you . . .
(Choose one response)
F2
Call Mrs. Stone in and remind her of John Elder's complaint
Prob
4
G2
Ignore the note and hope Mrs. Stone will forget the whole thing.
Prob
4
H2
Call Jay Ward in and confront him with the evidence.
Prob
4
I2
Apologize to Mrs. Stone and try to minimize the situation.
Prob
4
J2
Take other action. (Type the action you would take.)
Prob
4

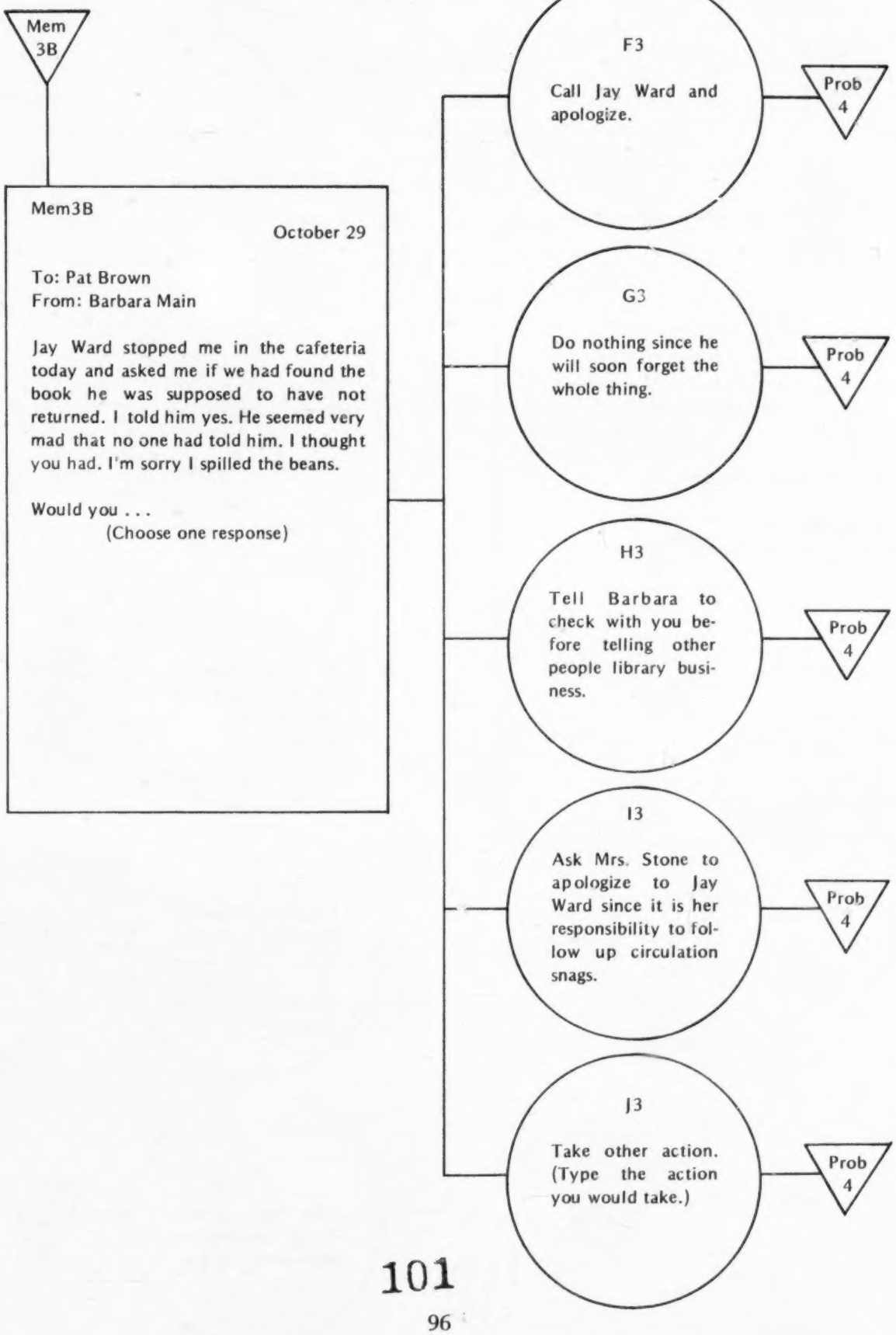

Mem 2C
Mem2C
November 2
Note clipped to copy of *Oil and Gas Underground*
To: Pat Brown
From: John Leeds (Cleaning Service)
I found this when cleaning up last night.
Would you . . .
(Choose one response)
K2
Contact John Leeds to find out where he found the book so you can pinpoint the responsibility.
Prob 4
L2
Call John Elder and tell him the book has turned up.
Prob 4
M2
Give Mrs. Stone the book, explaining how it was found. Don't bother John Elder.
Prob 4
N2
Apologize to John Elder and Mrs. Stone, since probably neither was to blame.
Prob 4
O2
Take other action. (Type the action you would take.)
Prob 4

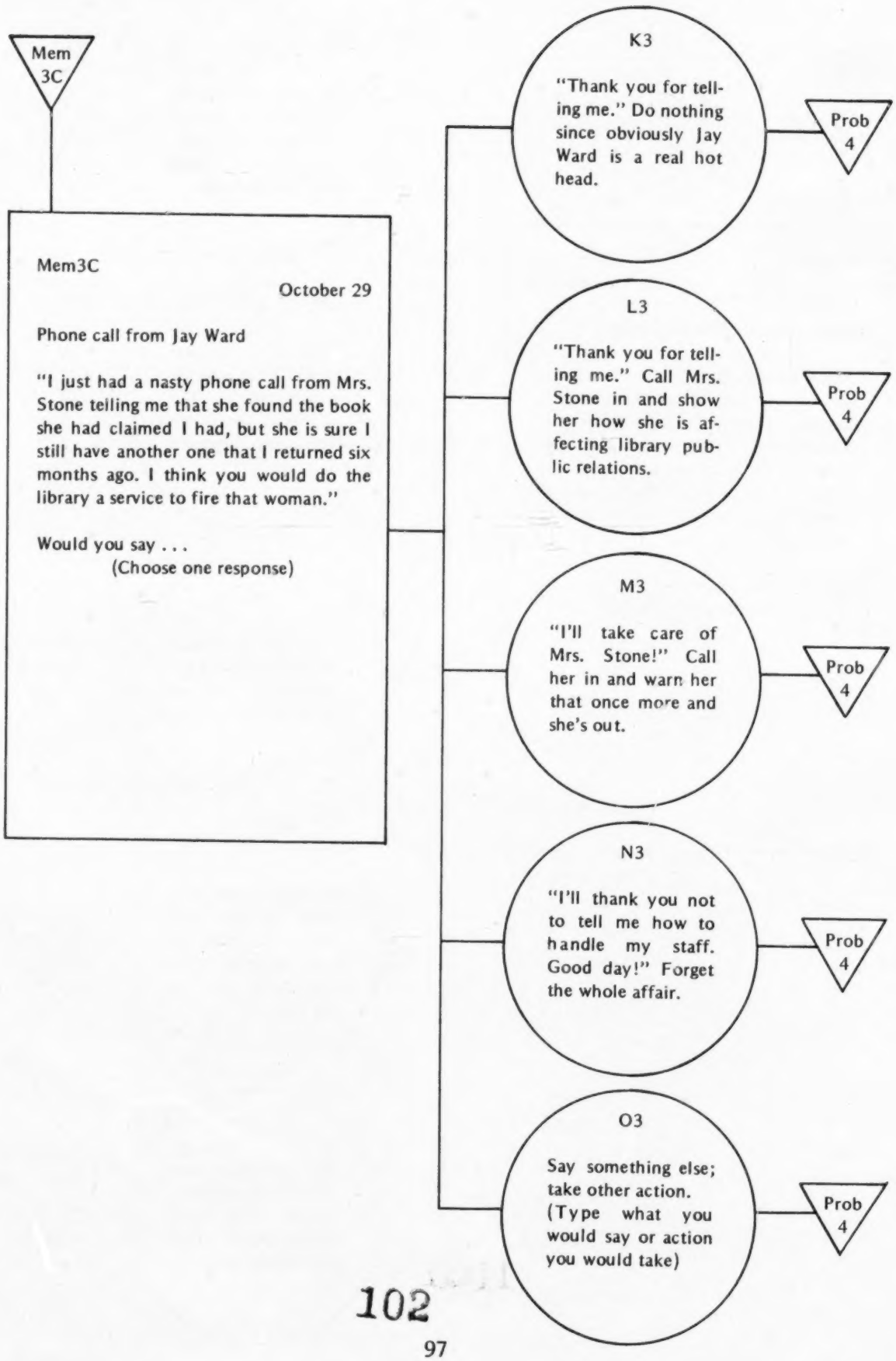

Mem
2D
Mem2D
October 29
Phone call from secretary to Director, FRL
"Mr. George Peterson, Double XYZ's Senior Vice-President who is visiting FRL for a week, would like to see a copy of *Oil and Gas Underground* immediately. Please have one of your staff members bring it to the office now."
Would you say? . . .
(Choose one response)
P2
"That book is out of the library right now. It will probably take a day or so for me to get it back."
Prob
4
Q2
"I'll send it as soon as possible." Tear the library apart, and John Elder's office, in your search.
Prob
4
R2
"That book has been lost. Shall I try to get a copy through interlibrary loan."
Prob
4
S2
"I'll send it as soon as possible." Ask your reference librarian to take over while you take the afternoon off to avoid the ensuing disturbance.
Prob
4
T2
Say something else; take other action. (Type what you would say or what action you would take.)
Prob
4

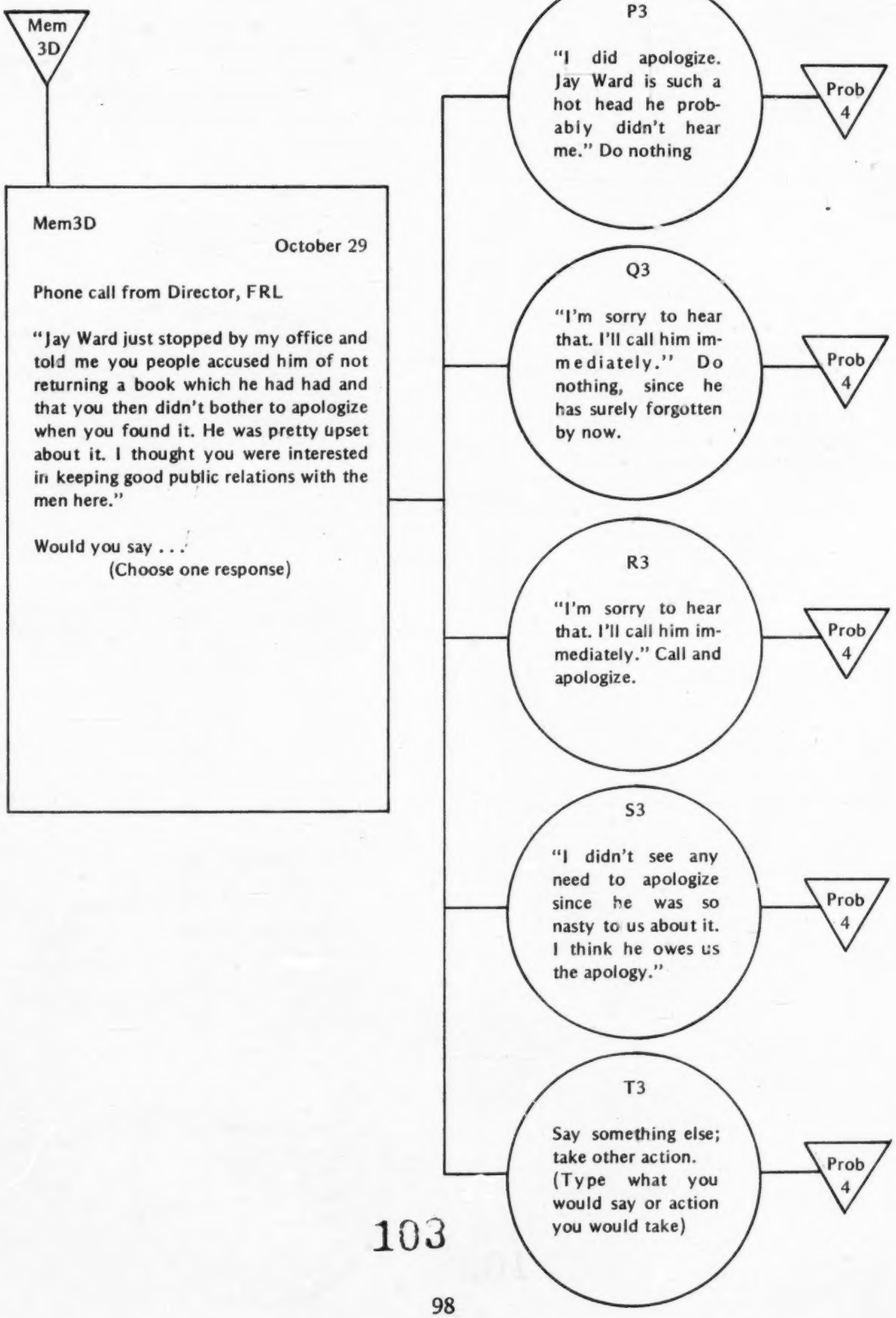

Mem
2E
Mem2E
October 29
Phone call from secretary to Director, FRL
"Mr. George Peterson, Double XYZ's Senior Vice-President who is visiting FRL for a week, would like to see a copy of *Oil and Gas Underground* immediately. Please have one of your staff members bring it to the office now."
Would you say? . . .
(Choose one response)
U2
"That book is out of the library right now. It will probably take a day or so for me to get it back."
Prob
4
V2
"I'll send it as soon as possible." Tear the library apart, and John Elder's office, in your search.
Prob
4
W2
"That book has been lost. Shall I try to get a copy through interlibrary loan."
Prob
4
X2
"I'll send it as soon as possible." Ask your reference librarian to take over while you take the afternoon off to avoid the ensuing disturbance.
Prob
4
Y2
Say something else; take other action. (Type what you would say or what action you would take.)
Prob
4

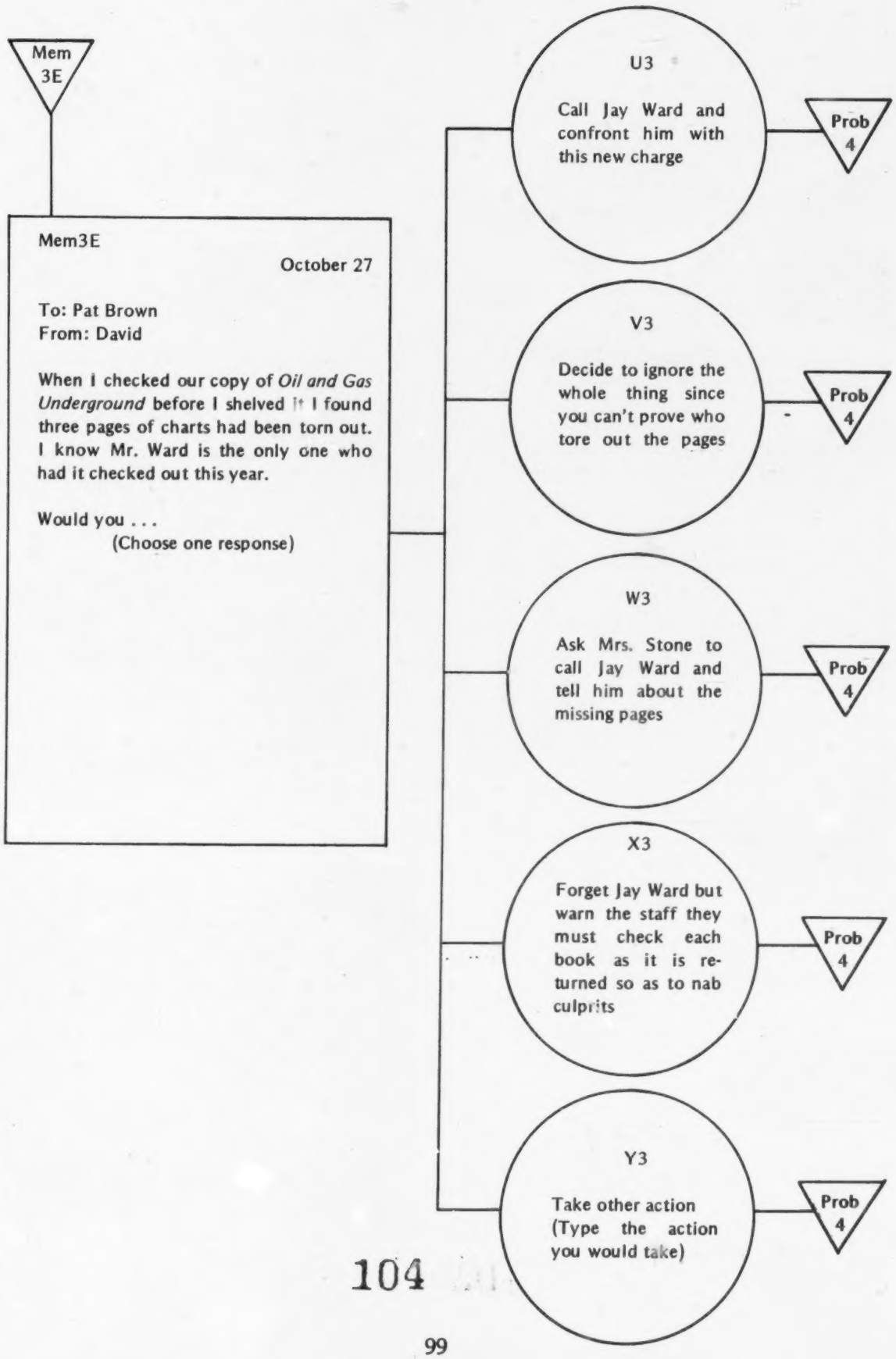

Mem 13
Mem13
October 26
To: Pat Brown
From: Amy Stone
While checking behind the charging desk book drop, we found the book we thought Jay Ward had not returned. I hope we didn't offend him.
Would you . . .
(Choose one response)
3A
Call Jay Ward and apologize.
Mem 3A
3B
Do nothing and hope it's all forgotten.
Mem 3B
3C
Ask Mrs. Stone to apologize to Jay Ward since it's her responsibility to follow up circulation snags.
Mem 3C
3D
Call Jay Ward and tell him the book was found. No apology is necessary since he probably didn't mean what he said.
Mem 3D
3E
Take other action. (Type the action you would take.)
Mem 3E

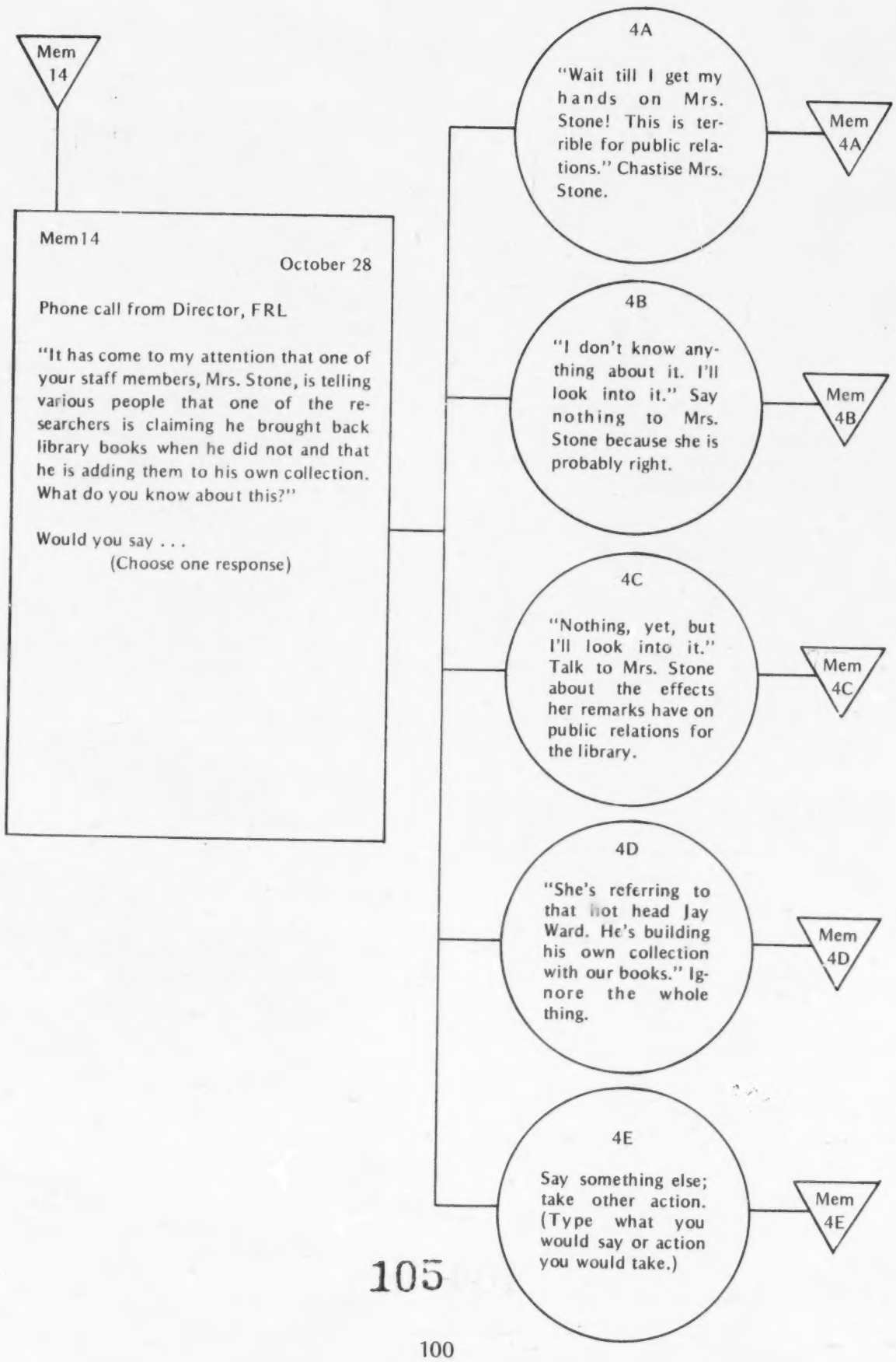

Mem
3A
Mem3A
October 27
To: Pat Brown
From: David
When I checked our copy of *Oil and Gas Underground* before I shelved it I found three pages of charts had been torn out. I know Mr. Ward is the only one who had it checked out this year.
Would you . . .
(Choose one response)
A3
Call Jay Ward and confront him with this new charge.
Prob
4
B3
Decide to ignore the whole thing since you can't prove who tore out the pages.
Prob
4
C3
Ask Mrs. Stone to call Jay Ward and tell him about the missing pages.
Prob
4
D3
Forget Jay Ward but warn the staff they must check each book as it is returned so as to nab culprits.
Prob
4
E3
Take other action. (Type the action you would take.)
Prob
4

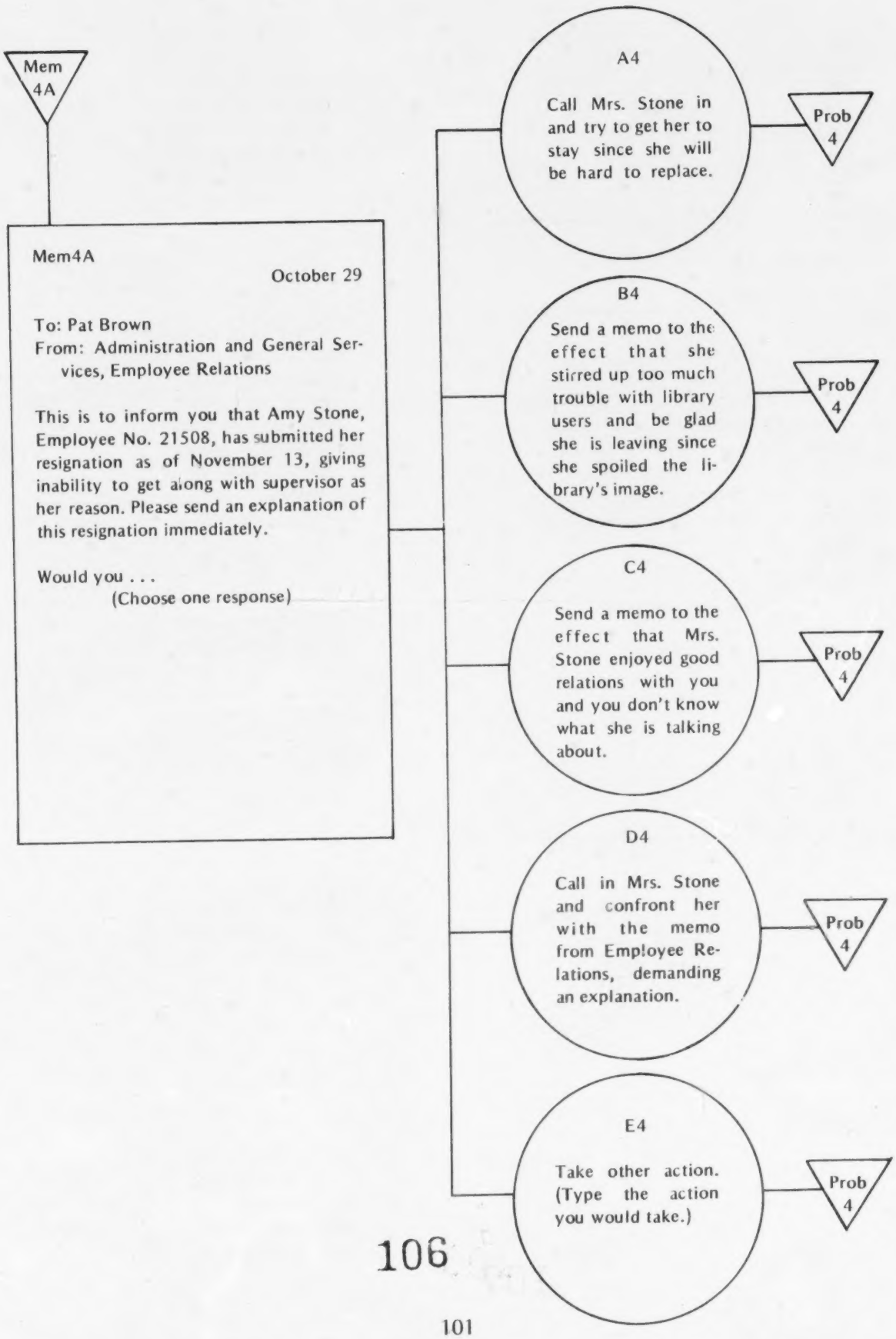

Mem
3B
Mem3B
October 29
To: Pat Brown
From: Barbara Main
Jay Ward stopped me in the cafeteria today and asked me if we had found the book he was supposed to have not returned. I told him yes. He seemed very mad that no one had told him. I thought you had. I'm sorry I spilled the beans.
Would you . . .
(Choose one response)
F3
Call Jay Ward and apologize.
Prob
4
G3
Do nothing since he will soon forget the whole thing.
Prob
4
H3
Tell Barbara to check with you before telling other people library business.
Prob
4
I3
Ask Mrs. Stone to apologize to Jay Ward since it is her responsibility to follow up circulation snags.
Prob
4
J3
Take other action. (Type the action you would take.)
Prob
4


Mem
3C
Mem3C
October 29
Phone call from Jay Ward
"I just had a nasty phone call from Mrs. Stone telling me that she found the book she had claimed I had, but she is sure I still have another one that I returned six months ago. I think you would do the library a service to fire that woman."
Would you say . . .
(Choose one response)
K3
"Thank you for telling me." Do nothing since obviously Jay Ward is a real hot head.
Prob
4
L3
"Thank you for telling me." Call Mrs. Stone in and show her how she is affecting library public relations.
Prob
4
M3
"I'll take care of Mrs. Stone!" Call her in and warn her that once more and she's out.
Prob
4
N3
"I'll thank you not to tell me how to handle my staff. Good day!" Forget the whole affair.
Prob
4
O3
Say something else; take other action. (Type what you would say or action you would take)
Prob
4


Mem 3D
Mem3D
October 29
Phone call from Director, FRL
"Jay Ward just stopped by my office and told me you people accused him of not returning a book which he had had and that you then didn't bother to apologize when you found it. He was pretty upset about it. I thought you were interested in keeping good public relations with the men here."
Would you say . . .
(Choose one response)
P3
"I did apologize. Jay Ward is such a hot head he probably didn't hear me." Do nothing
Prob 4
Q3
"I'm sorry to hear that. I'll call him immediately." Do nothing, since he has surely forgotten by now.
Prob 4
R3
"I'm sorry to hear that. I'll call him immediately." Call and apologize.
Prob 4
S3
"I didn't see any need to apologize since he was so nasty to us about it. I think he owes us the apology."
Prob 4
T3
Say something else; take other action. (Type what you would say or action you would take)
Prob 4


Mem
3E
Mem3E
October 27
To: Pat Brown
From: David
When I checked our copy of *Oil and Gas Underground* before I shelved it I found three pages of charts had been torn out. I know Mr. Ward is the only one who had it checked out this year.
Would you . . .
(Choose one response)
U3
Call Jay Ward and confront him with this new charge
Prob 4
V3
Decide to ignore the whole thing since you can't prove who tore out the pages
Prob 4
W3
Ask Mrs. Stone to call Jay Ward and tell him about the missing pages
Prob 4
X3
Forget Jay Ward but warn the staff they must check each book as it is returned so as to nab culprits
Prob 4
Y3
Take other action (Type the action you would take)
Prob 4


Mem 14
Mem14
October 28
Phone call from Director, FRL
"It has come to my attention that one of your staff members, Mrs. Stone, is telling various people that one of the researchers is claiming he brought back library books when he did not and that he is adding them to his own collection. What do you know about this?"
Would you say . . .
(Choose one response)
4A
"Wait till I get my hands on Mrs. Stone! This is terrible for public relations." Chastise Mrs. Stone.
Mem 4A
4B
"I don't know anything about it. I'll look into it." Say nothing to Mrs. Stone because she is probably right.
Mem 4B
4C
"Nothing, yet, but I'll look into it." Talk to Mrs. Stone about the effects her remarks have on public relations for the library.
Mem 4C
4D
"She's referring to that hot head Jay Ward. He's building his own collection with our books." Ignore the whole thing.
Mem 4D
4E
Say something else; take other action. (Type what you would say or action you would take.)
Mem 4E


Mem
4A
Mem4A
October 29
To: Pat Brown
From: Administration and General Services, Employee Relations
This is to inform you that Amy Stone, Employee No. 21508, has submitted her resignation as of November 13, giving inability to get along with supervisor as her reason. Please send an explanation of this resignation immediately.
Would you . . .
(Choose one response)
A4
Call Mrs. Stone in and try to get her to stay since she will be hard to replace.
Prob
4
B4
Send a memo to the effect that she stirred up too much trouble with library users and be glad she is leaving since she spoiled the library's image.
Prob
4
C4
Send a memo to the effect that Mrs. Stone enjoyed good relations with you and you don't know what she is talking about.
Prob
4
D4
Call in Mrs. Stone and confront her with the memo from Employee Relations, demanding an explanation.
Prob
4
E4
Take other action. (Type the action you would take.)
Prob
4

Mem 4B

Mem4B

November 2

Phone call from Jay Ward

"Bill Clark just told me that Mrs. Stone is running around claiming I'm building a library with your books. I'd like you to know that I'm reporting this to the brass. You people have caused me enough trouble and you're going to pay for it."

Would you say . . .
(Choose one response)

F4

"I can't be responsible for what Mrs. Stone says. Address your gripes to her, not me." Ignore the whole matter.

Prob 4

G4

"If Mrs. Stone made that statement she may be right. Before you go to the top, I think I'd check your office book collection." Fight fire with fire.

Prob 4

H4

"I'm so sorry this had to happen. You know how Mrs. Stone is. Why don't we forget the whole thing." Appeasement may get the library off the hook.

Prob 4

I4

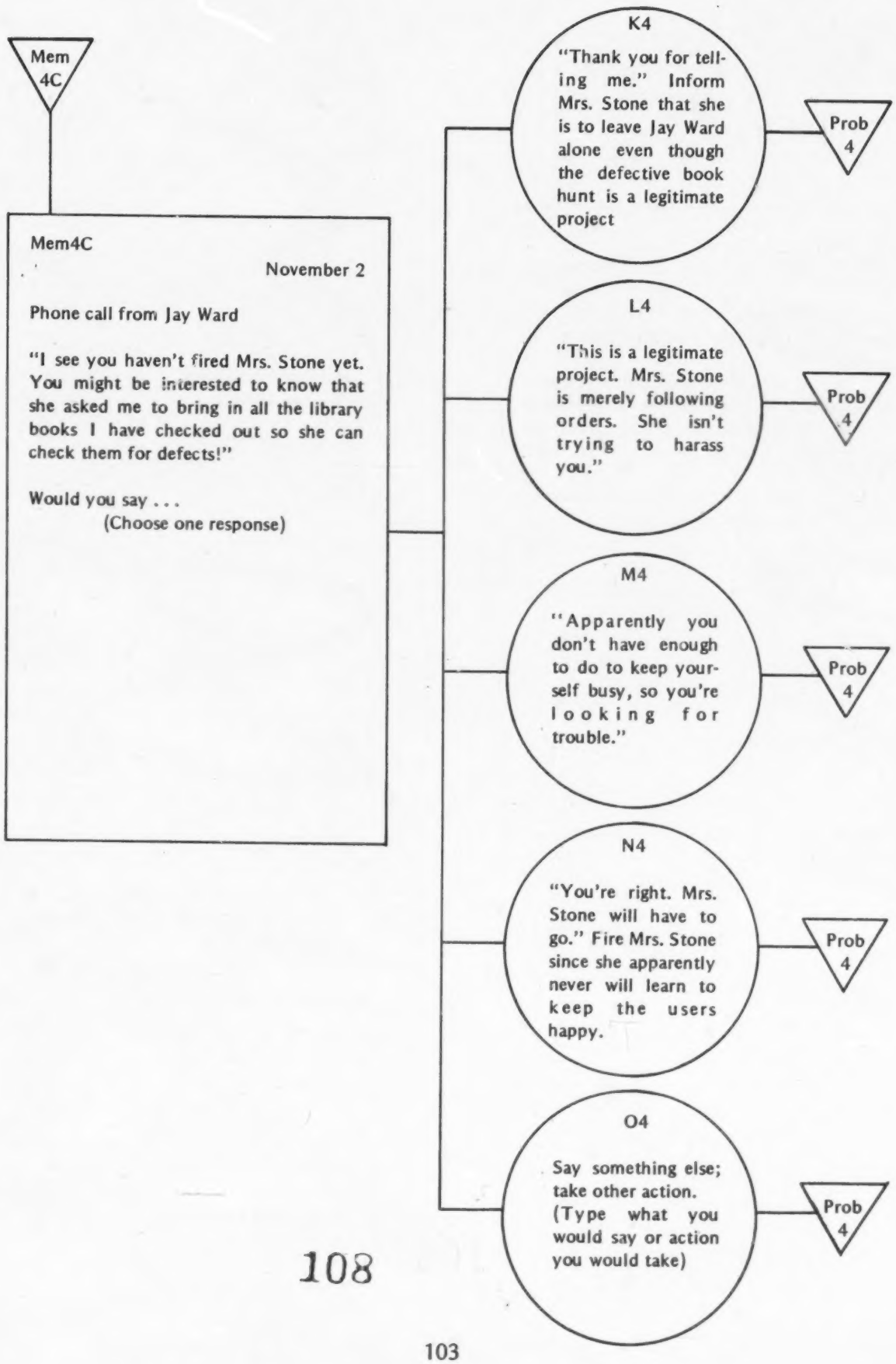
"Why don't you, Mrs. Stone and I have a meeting and see if we can work this out peacefully?" Arrange a conference.

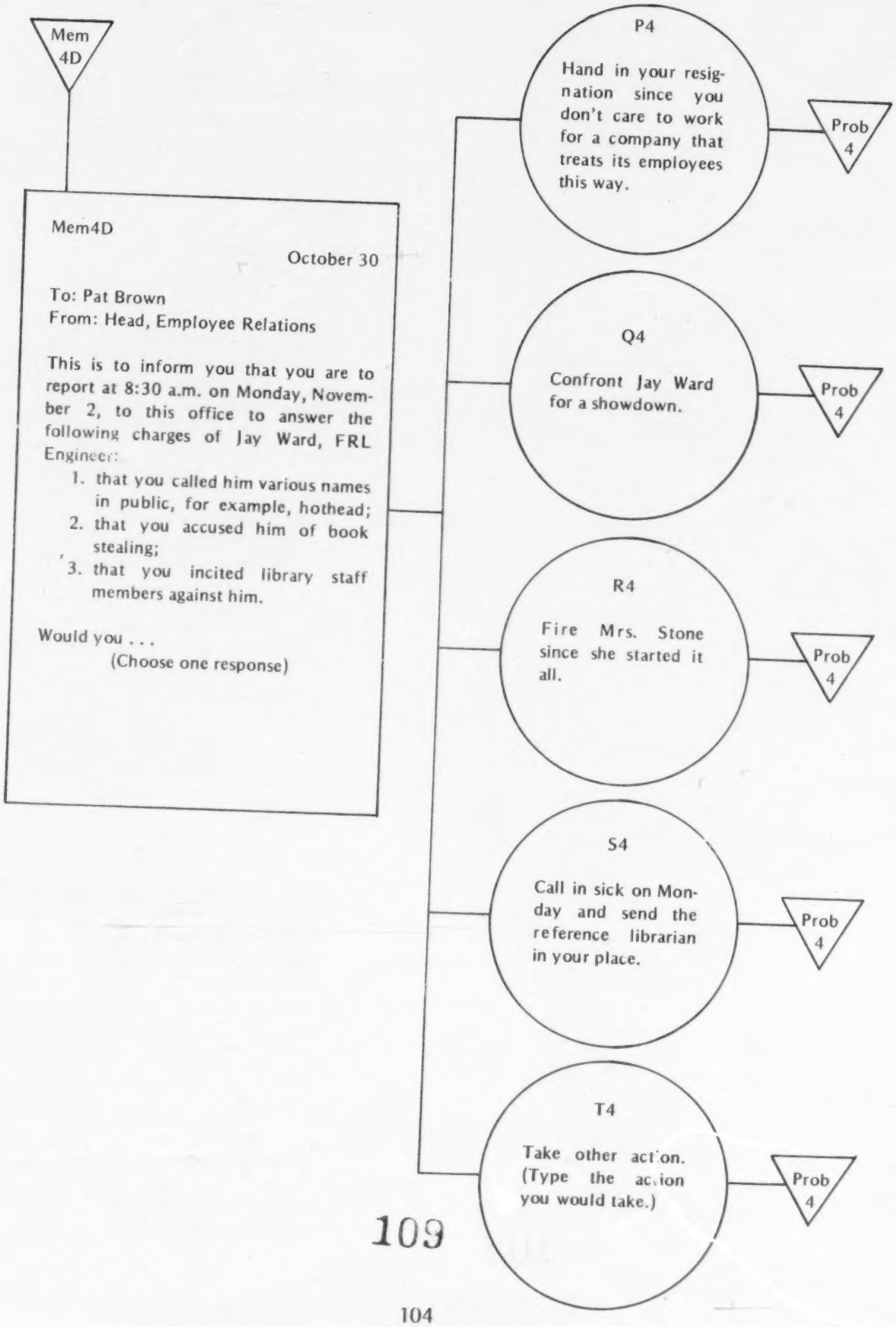
Prob 4

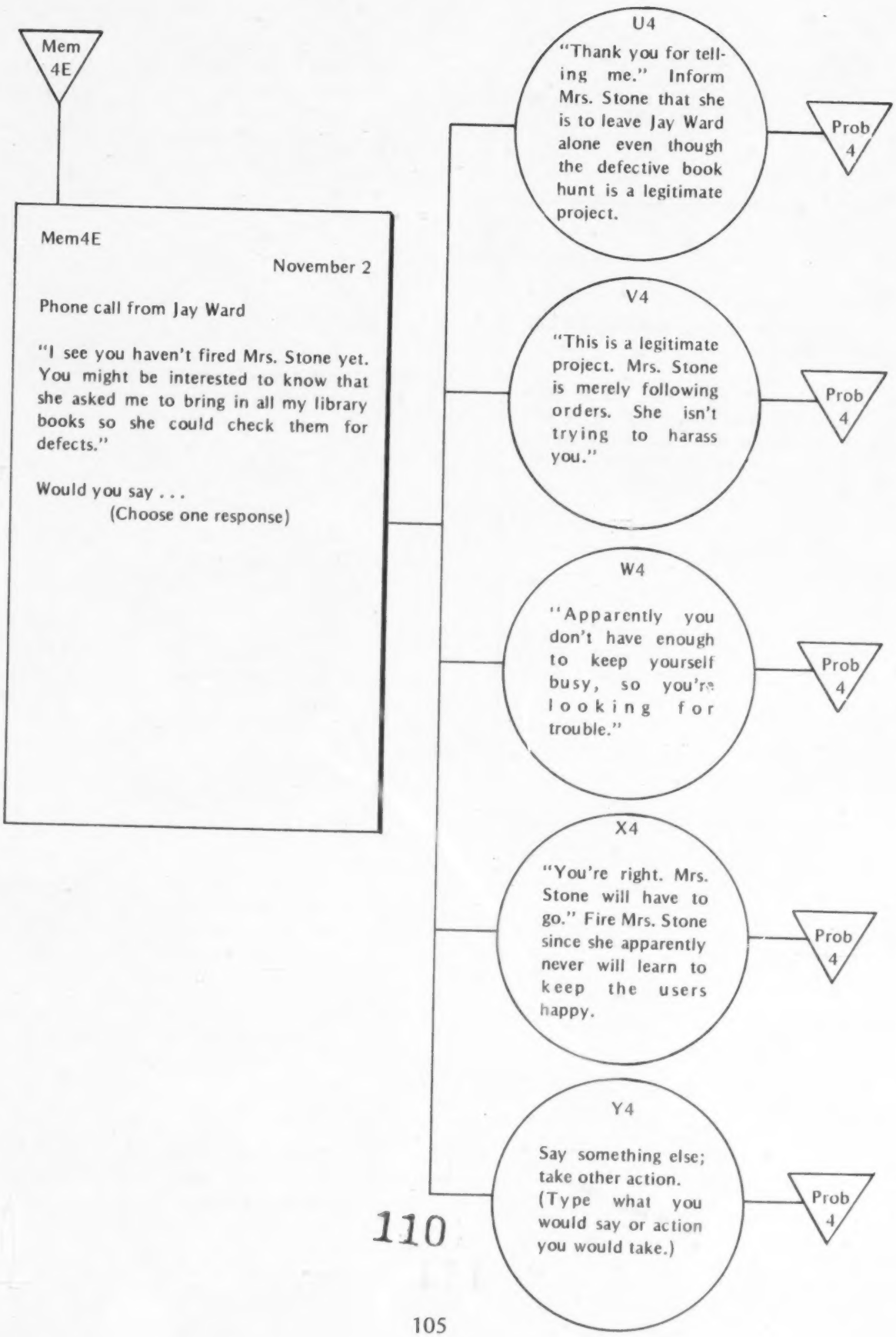
J4

Say something else; Take other action. (Type what you would say or action you would take.)

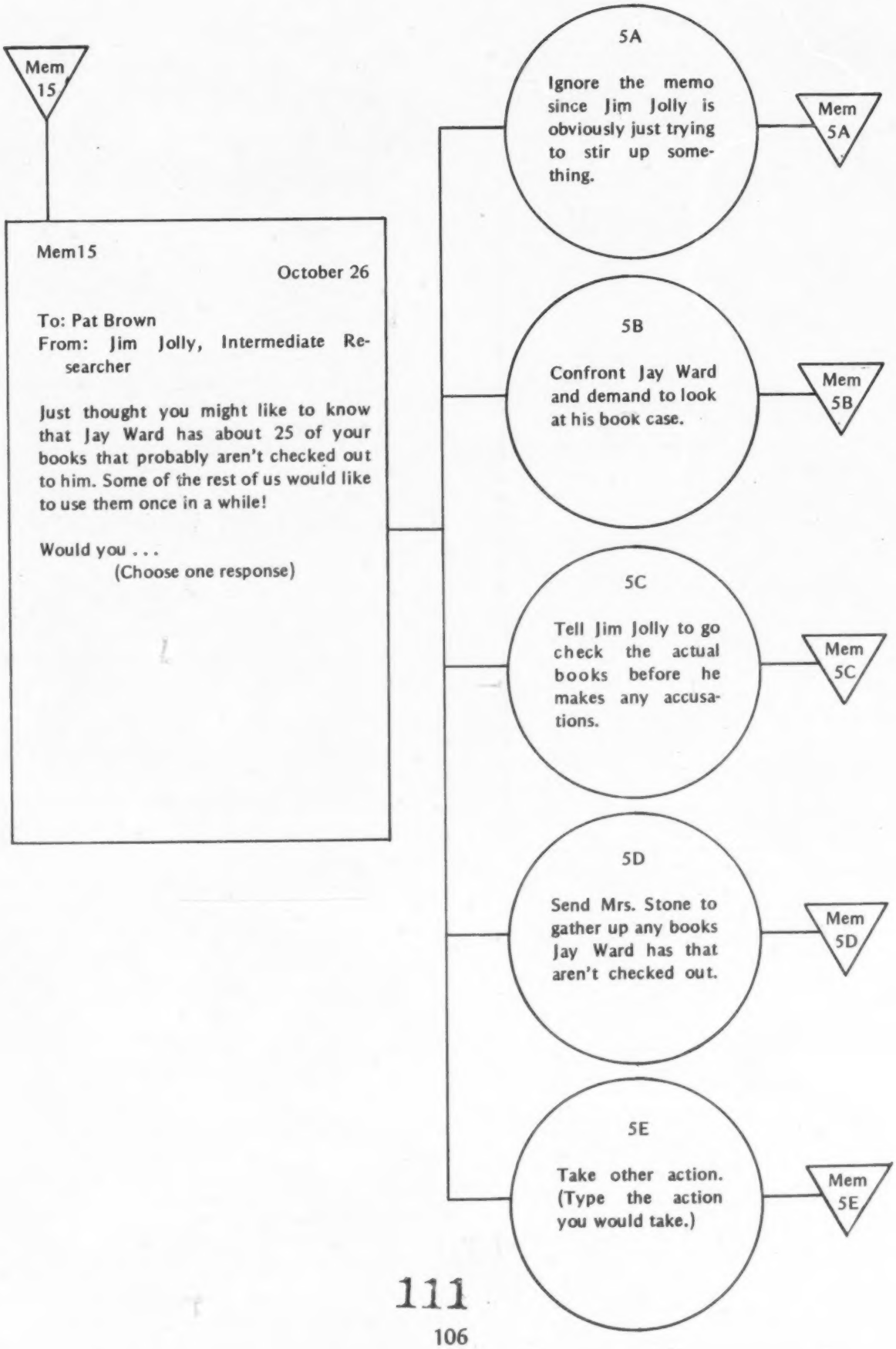
Prob 4

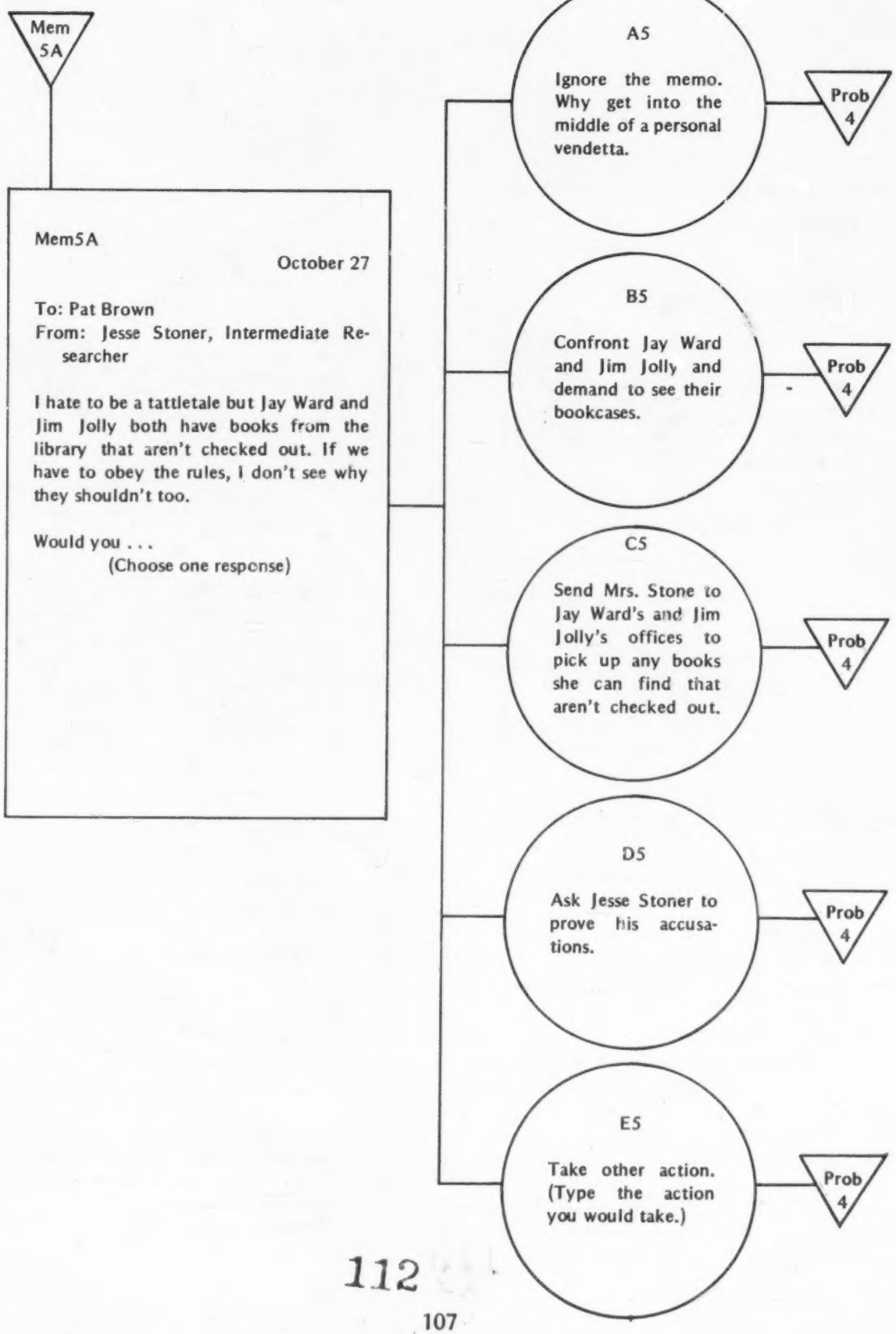

Mem 4C
Mem4C
November 2
Phone call from Jay Ward
"I see you haven't fired Mrs. Stone yet. You might be interested to know that she asked me to bring in all the library books I have checked out so she can check them for defects!"
Would you say . . .
(Choose one response)
K4
"Thank you for telling me." Inform Mrs. Stone that she is to leave Jay Ward alone even though the defective book hunt is a legitimate project
Prob 4
L4
"This is a legitimate project. Mrs. Stone is merely following orders. She isn't trying to harass you."
Prob 4
M4
"Apparently you don't have enough to do to keep yourself busy, so you're looking for trouble."
Prob 4
N4
"You're right. Mrs. Stone will have to go." Fire Mrs. Stone since she apparently never will learn to keep the users happy.
Prob 4
O4
Say something else; take other action. (Type what you would say or action you would take)
Prob 4

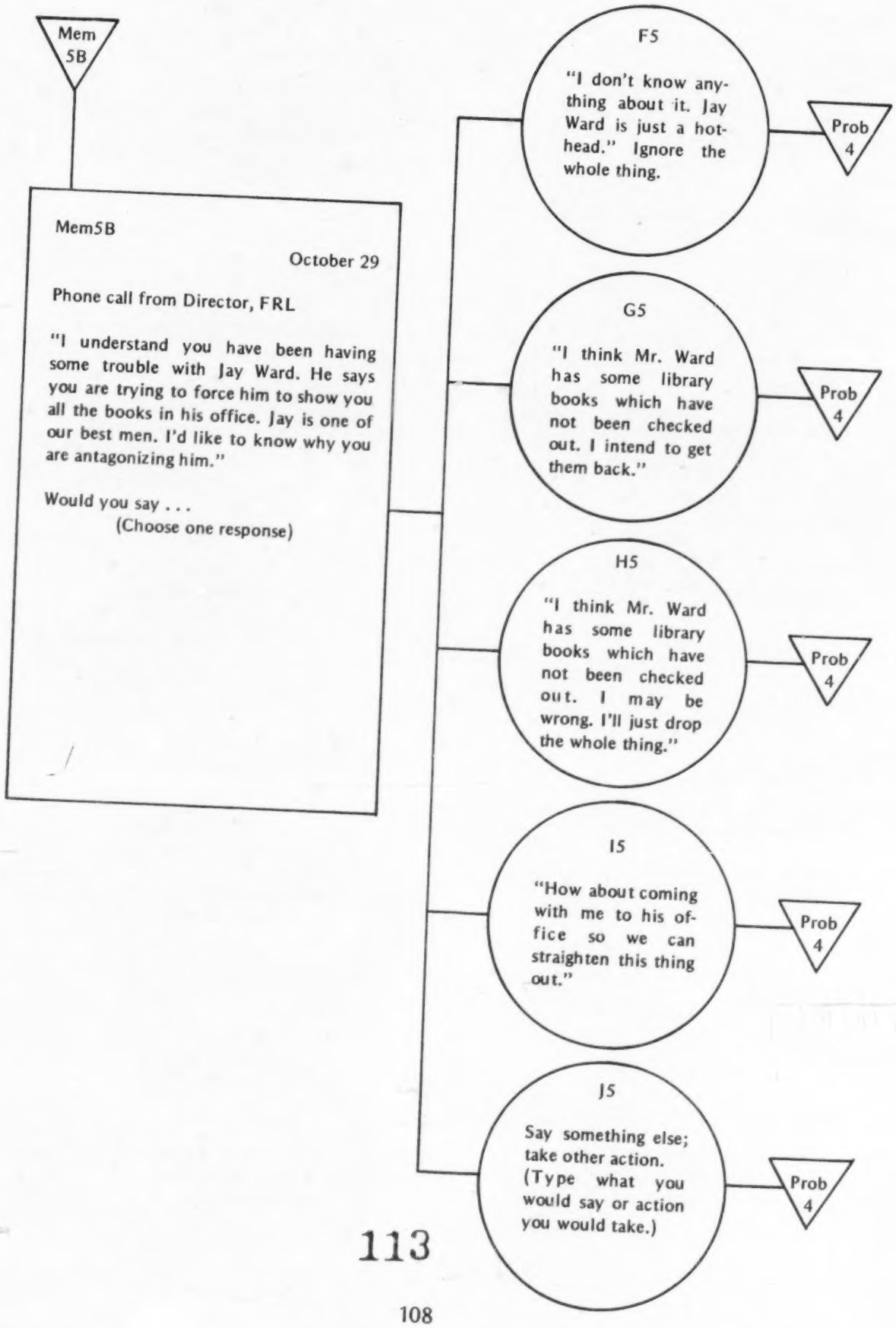

Mem
4D
Mem4D
October 30
To: Pat Brown
From: Head, Employee Relations
This is to inform you that you are to report at 8:30 a.m. on Monday, November 2, to this office to answer the following charges of Jay Ward, FRL Engineer:
1. that you called him various names in public, for example, hothead;
2. that you accused him of book stealing;
3. that you incited library staff members against him.
Would you . . .
(Choose one response)
P4
Hand in your resignation since you don't care to work for a company that treats its employees this way.
Prob
4
Q4
Confront Jay Ward for a showdown.
Prob
4
R4
Fire Mrs. Stone since she started it all.
Prob
4
S4
Call in sick on Monday and send the reference librarian in your place.
Prob
4
T4
Take other action. (Type the action you would take.)
Prob
4

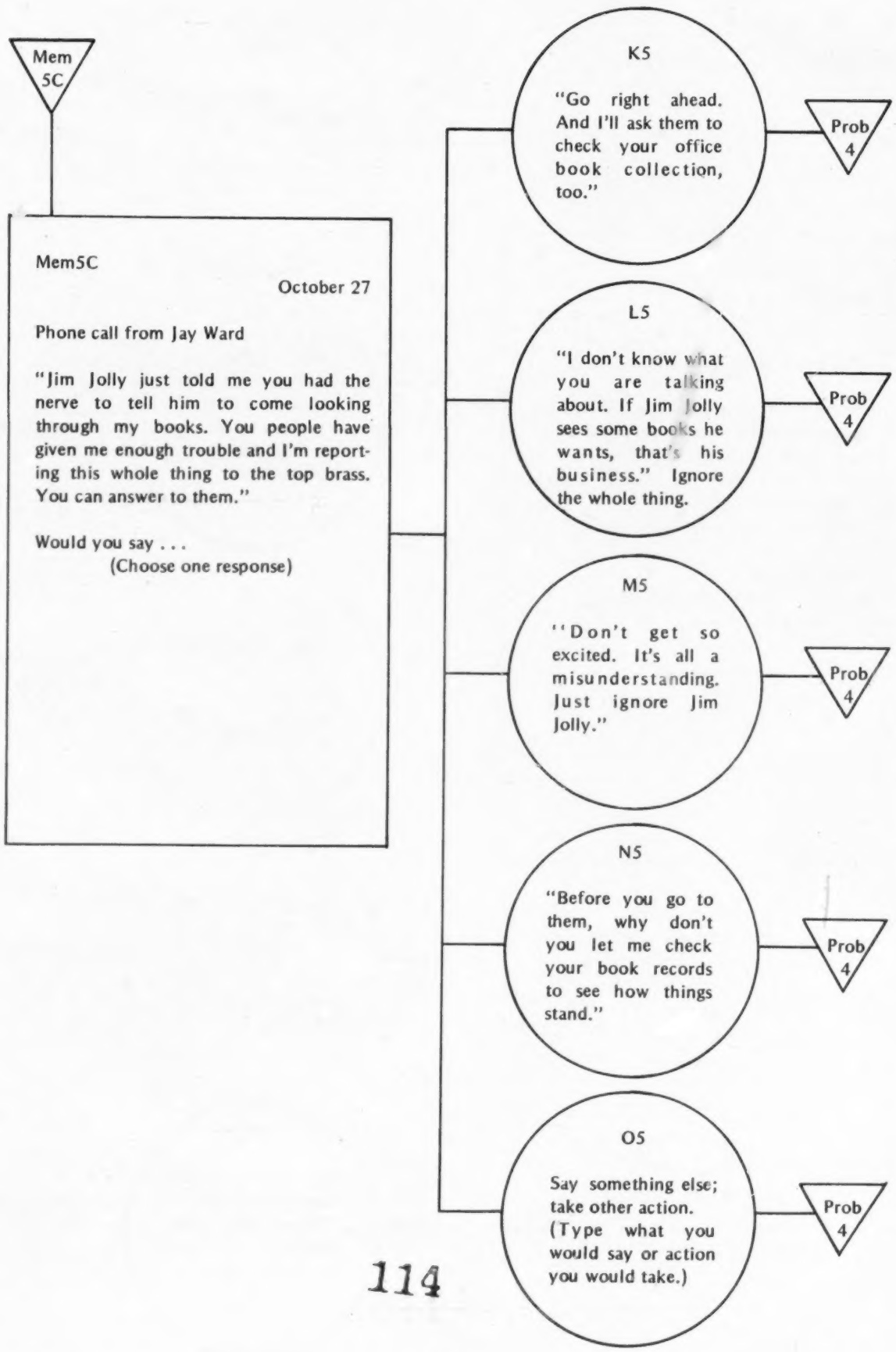

Mem
4E
Mem4E
November 2
Phone call from Jay Ward
"I see you haven't fired Mrs. Stone yet. You might be interested to know that she asked me to bring in all my library books so she could check them for defects."
Would you say . . .
(Choose one response)
U4
"Thank you for telling me." Inform Mrs. Stone that she is to leave Jay Ward alone even though the defective book hunt is a legitimate project.
Prob
4
V4
"This is a legitimate project. Mrs. Stone is merely following orders. She isn't trying to harass you."
Prob
4
W4
"Apparently you don't have enough to keep yourself busy, so you're looking for trouble."
Prob
4
X4
"You're right. Mrs. Stone will have to go." Fire Mrs. Stone since she apparently never will learn to keep the users happy.
Prob
4
Y4
Say something else; take other action. (Type what you would say or action you would take.)
Prob
4

110

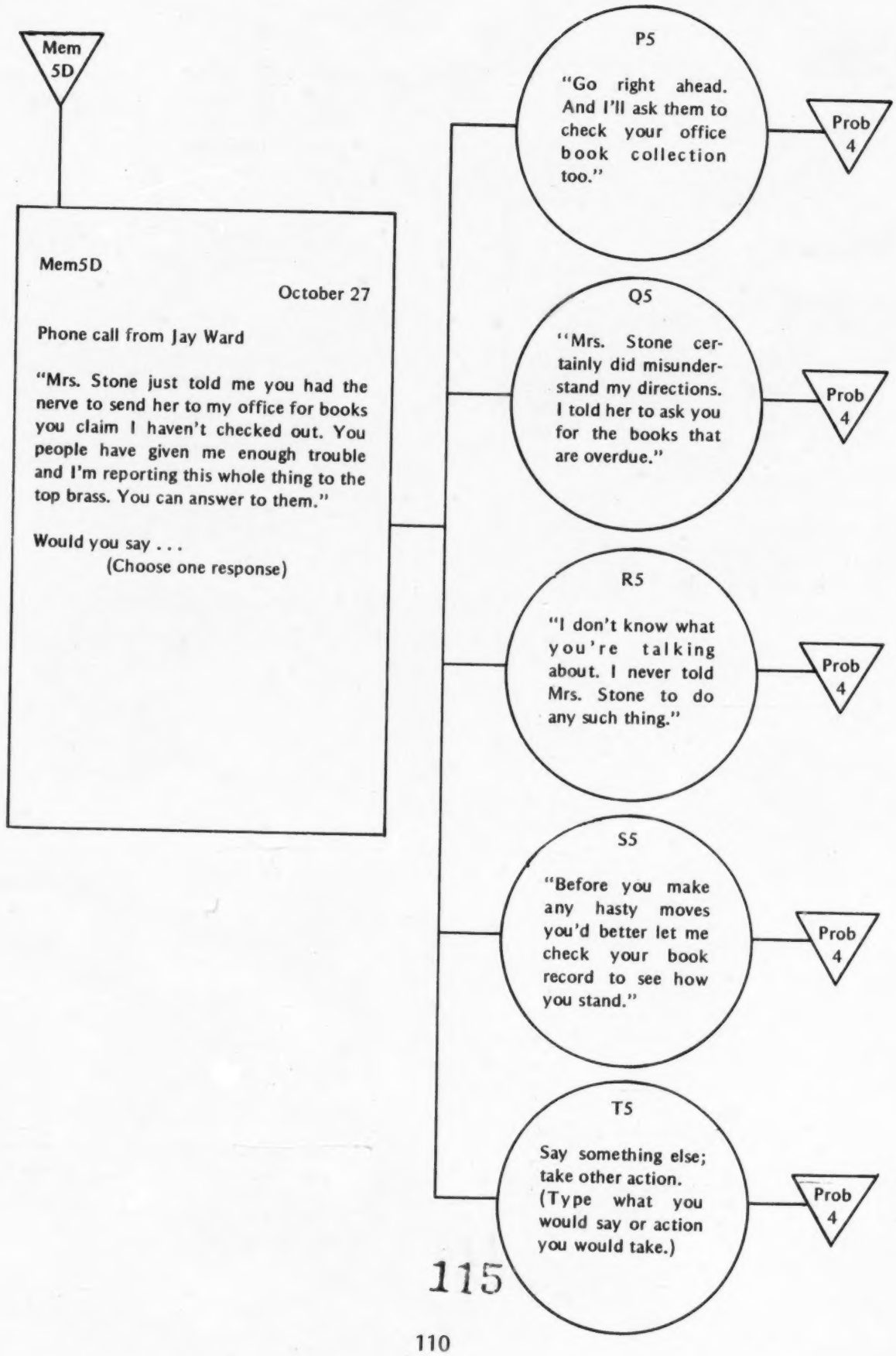

Mem 15
Mem15
October 26
To: Pat Brown
From: Jim Jolly, Intermediate Researcher
Just thought you might like to know that Jay Ward has about 25 of your books that probably aren't checked out to him. Some of the rest of us would like to use them once in a while!
Would you . . .
(Choose one response)
5A
Ignore the memo since Jim Jolly is obviously just trying to stir up something.
Mem 5A
5B
Confront Jay Ward and demand to look at his book case.
Mem 5B
5C
Tell Jim Jolly to go check the actual books before he makes any accusations.
Mem 5C
5D
Send Mrs. Stone to gather up any books Jay Ward has that aren't checked out.
Mem 5D
5E
Take other action. (Type the action you would take.)
Mem 5E

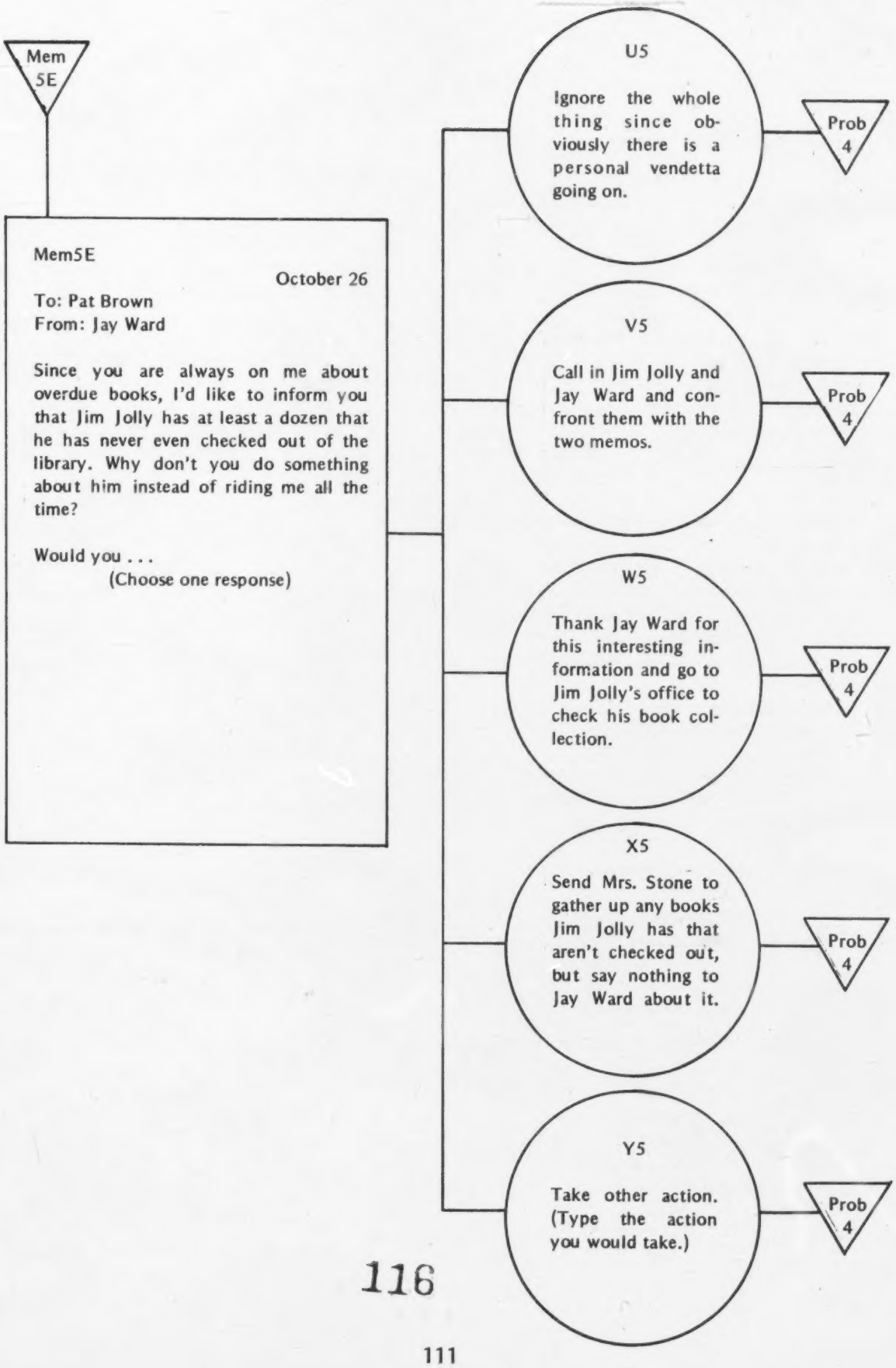

Mem 5A
Mem5A
October 27
To: Pat Brown
From: Jesse Stoner, Intermediate Researcher
I hate to be a tattletale but Jay Ward and Jim Jolly both have books from the library that aren't checked out. If we have to obey the rules, I don't see why they shouldn't too.
Would you . . .
(Choose one response)
A5
Ignore the memo. Why get into the middle of a personal vendetta.
Prob 4
B5
Confront Jay Ward and Jim Jolly and demand to see their bookcases.
Prob 4
C5
Send Mrs. Stone to Jay Ward's and Jim Jolly's offices to pick up any books she can find that aren't checked out.
Prob 4
D5
Ask Jesse Stoner to prove his accusations.
Prob 4
E5
Take other action. (Type the action you would take.)
Prob 4


Mem
5B
Mem5B
October 29
Phone call from Director, FRL
"I understand you have been having some trouble with Jay Ward. He says you are trying to force him to show you all the books in his office. Jay is one of our best men. I'd like to know why you are antagonizing him."
Would you say . . .
(Choose one response)
F5
"I don't know anything about it. Jay Ward is just a hothead." Ignore the whole thing.
Prob
4
G5
"I think Mr. Ward has some library books which have not been checked out. I intend to get them back."
Prob
4
H5
"I think Mr. Ward has some library books which have not been checked out. I may be wrong. I'll just drop the whole thing."
Prob
4
I5
"How about coming with me to his office so we can straighten this thing out."
Prob
4
J5
Say something else; take other action. (Type what you would say or action you would take.)
Prob
4

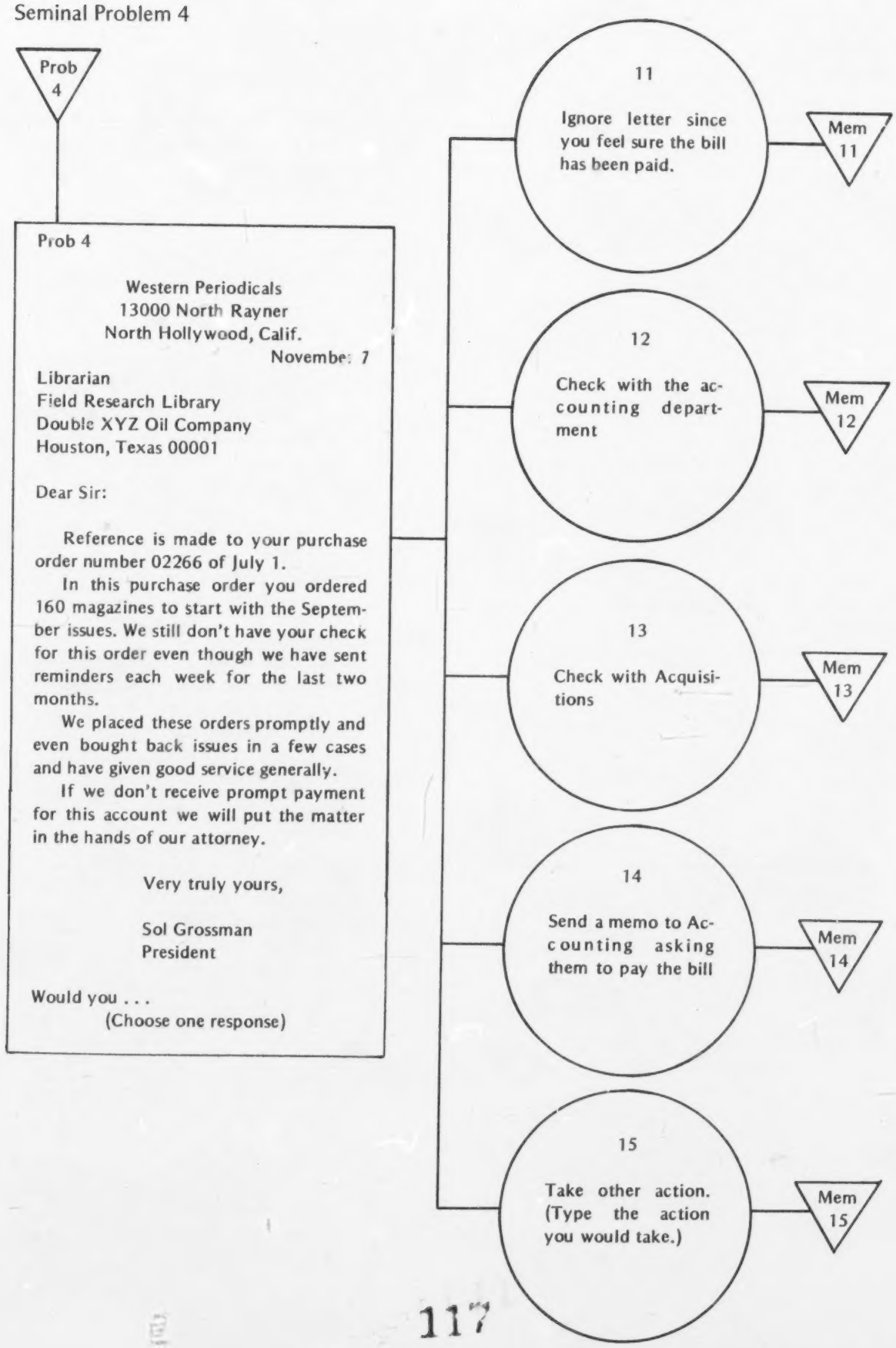

Mem 5C
Mem5C
October 27
Phone call from Jay Ward
"Jim Jolly just told me you had the nerve to tell him to come looking through my books. You people have given me enough trouble and I'm reporting this whole thing to the top brass. You can answer to them."
Would you say . . .
(Choose one response)
K5
"Go right ahead. And I'll ask them to check your office book collection, too."
Prob 4
L5
"I don't know what you are talking about. If Jim Jolly sees some books he wants, that's his business." Ignore the whole thing.
Prob 4
M5
"Don't get so excited. It's all a misunderstanding. Just ignore Jim Jolly."
Prob 4
N5
"Before you go to them, why don't you let me check your book records to see how things stand."
Prob 4
O5
Say something else; take other action. (Type what you would say or action you would take.)
Prob 4

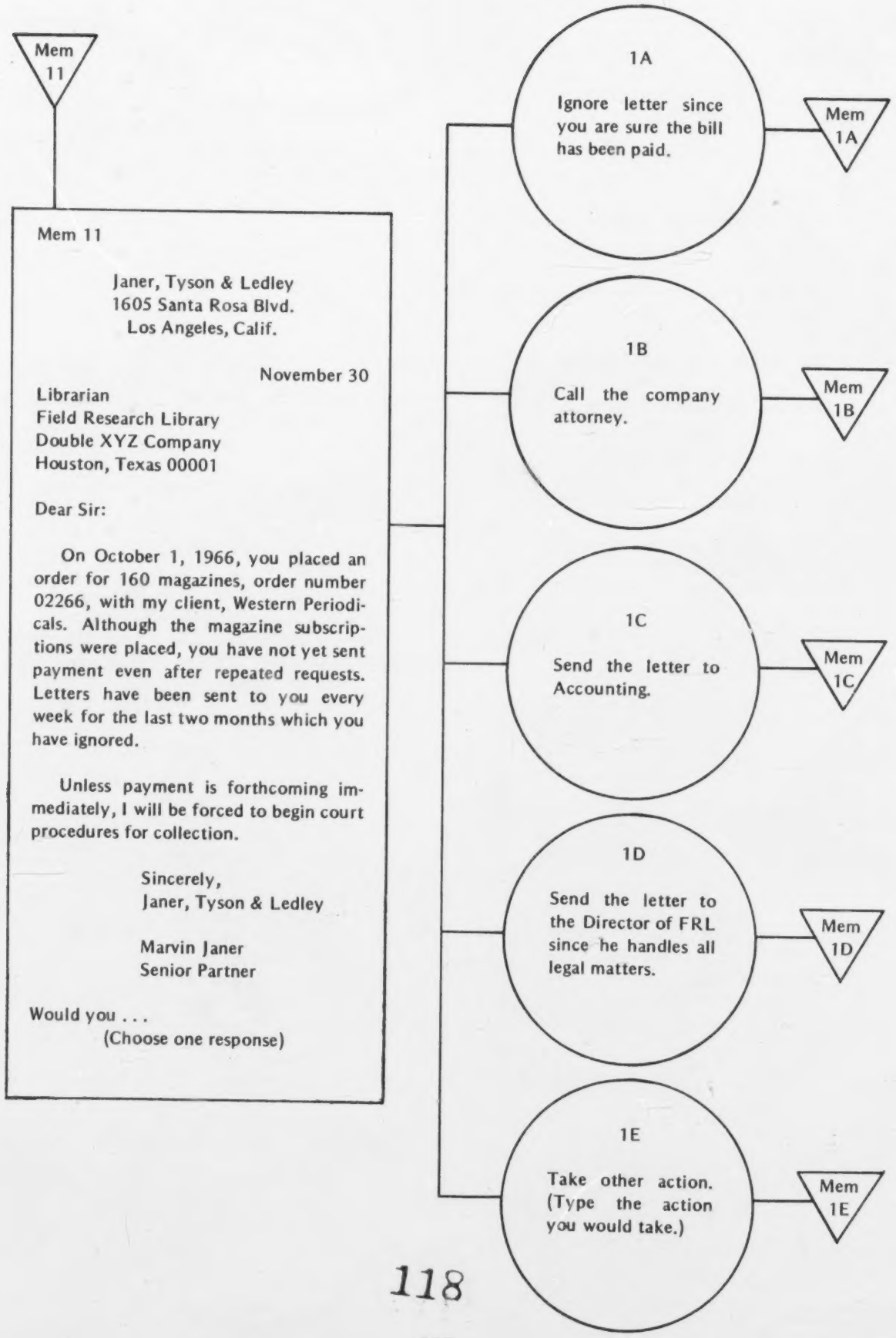
114

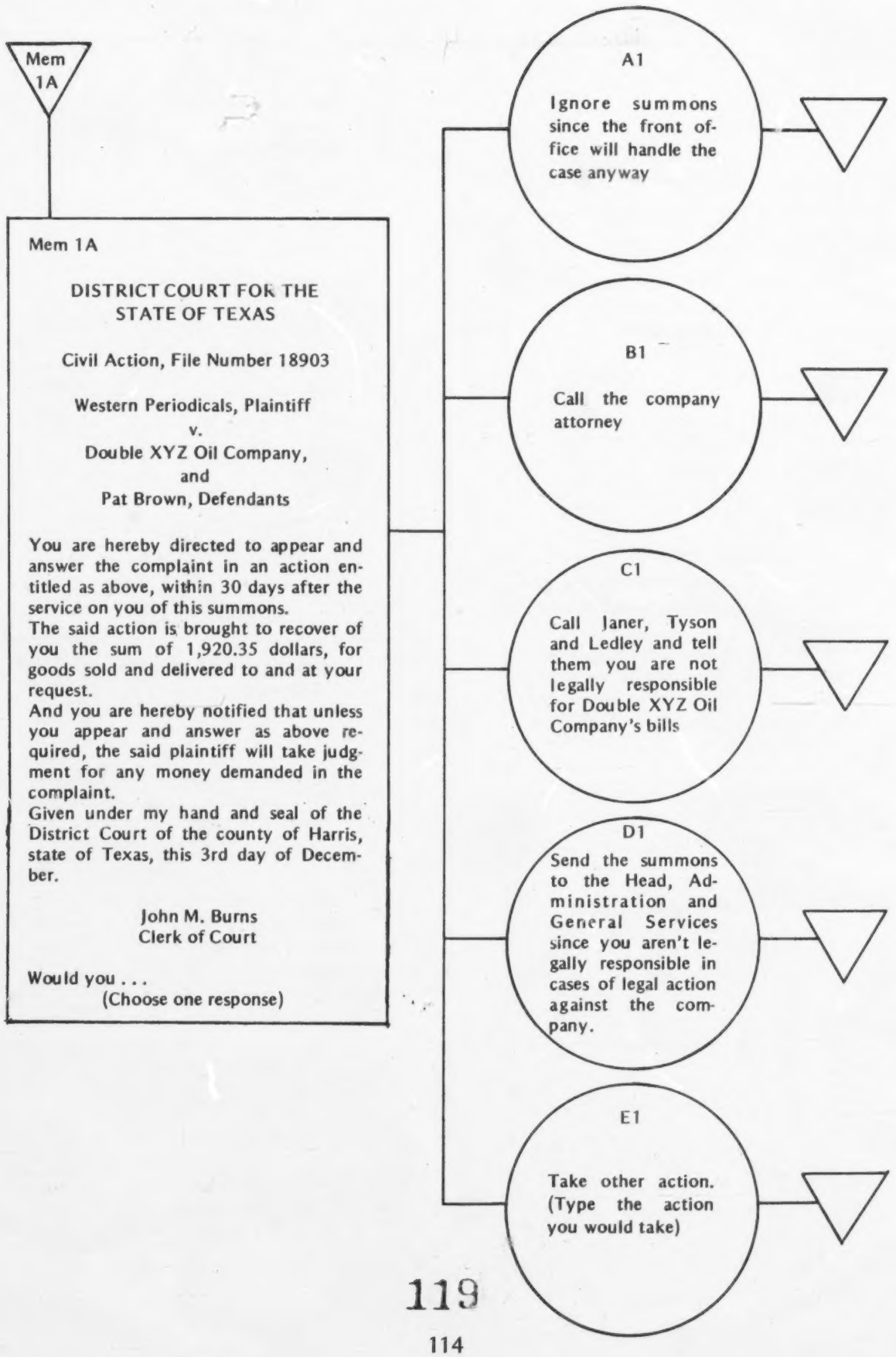

Mem 5D
Mem5D
October 27
Phone call from Jay Ward
"Mrs. Stone just told me you had the nerve to send her to my office for books you claim I haven't checked out. You people have given me enough trouble and I'm reporting this whole thing to the top brass. You can answer to them."
Would you say . . .
(Choose one response)
P5
"Go right ahead. And I'll ask them to check your office book collection too."
Prob 4
Q5
"Mrs. Stone certainly did misunderstand my directions. I told her to ask you for the books that are overdue."
Prob 4
R5
"I don't know what you're talking about. I never told Mrs. Stone to do any such thing."
Prob 4
S5
"Before you make any hasty moves you'd better let me check your book record to see how you stand."
Prob 4
T5
Say something else; take other action. (Type what you would say or action you would take.)
Prob 4

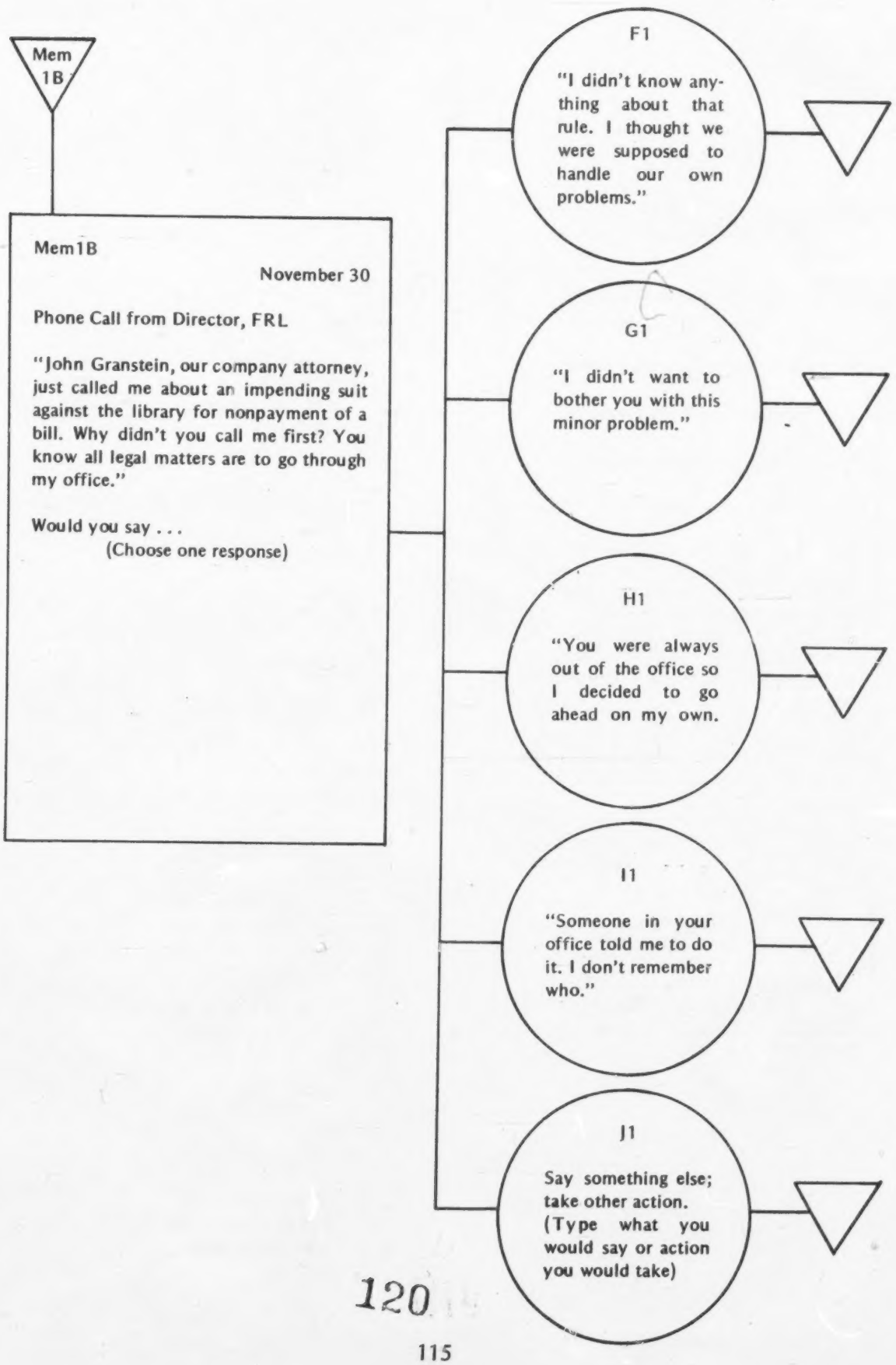

Mem 5E
Mem5E
October 26
To: Pat Brown
From: Jay Ward
Since you are always on me about overdue books, I'd like to inform you that Jim Jolly has at least a dozen that he has never even checked out of the library. Why don't you do something about him instead of riding me all the time?
Would you . . .
(Choose one response)
U5
Ignore the whole thing since obviously there is a personal vendetta going on.
Prob 4
V5
Call in Jim Jolly and Jay Ward and confront them with the two memos.
Prob 4
W5
Thank Jay Ward for this interesting information and go to Jim Jolly's office to check his book collection.
Prob 4
X5
Send Mrs. Stone to gather up any books Jim Jolly has that aren't checked out, but say nothing to Jay Ward about it.
Prob 4
Y5
Take other action. (Type the action you would take.)
Prob 4

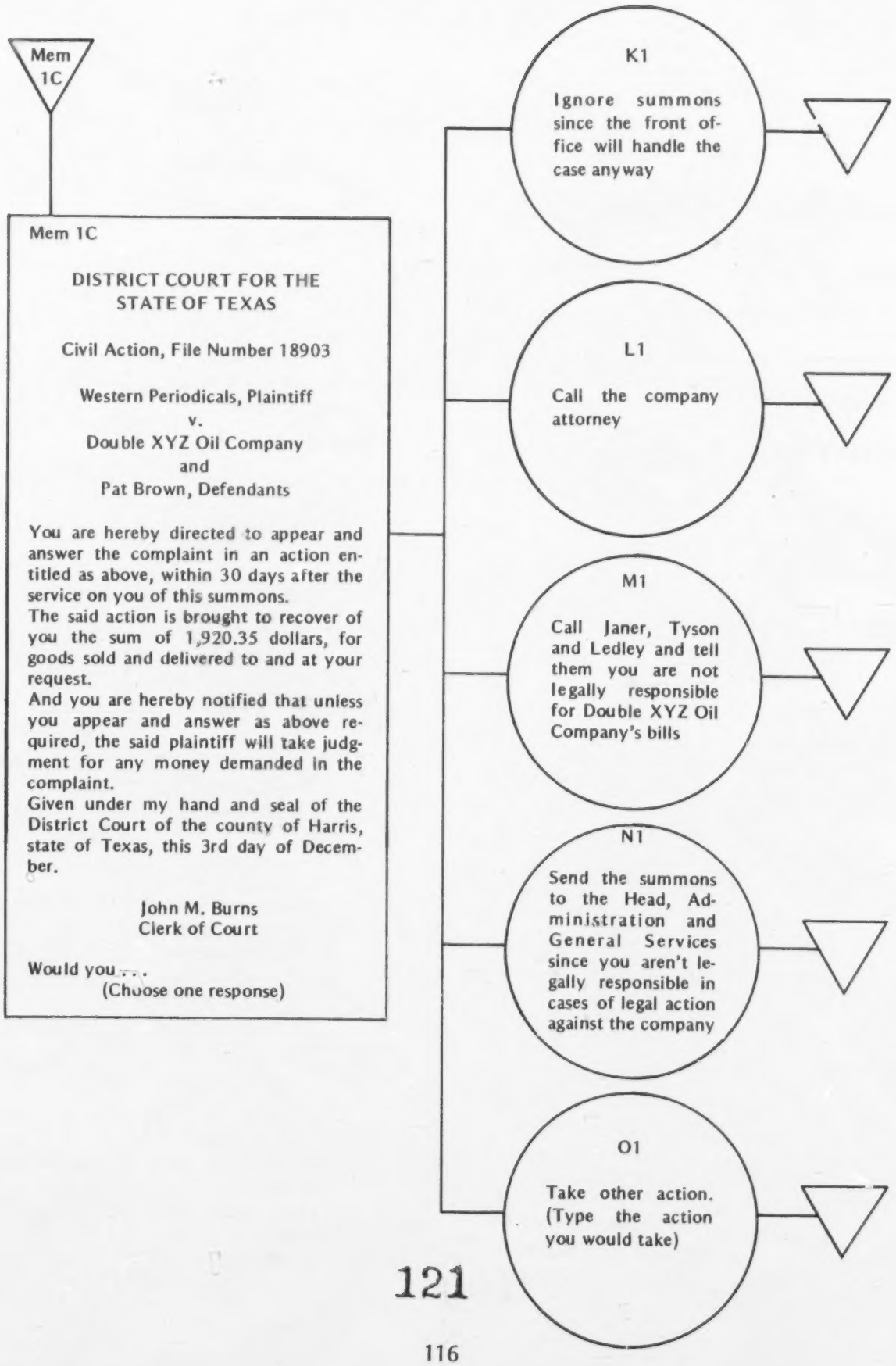
Seminal Problem 4

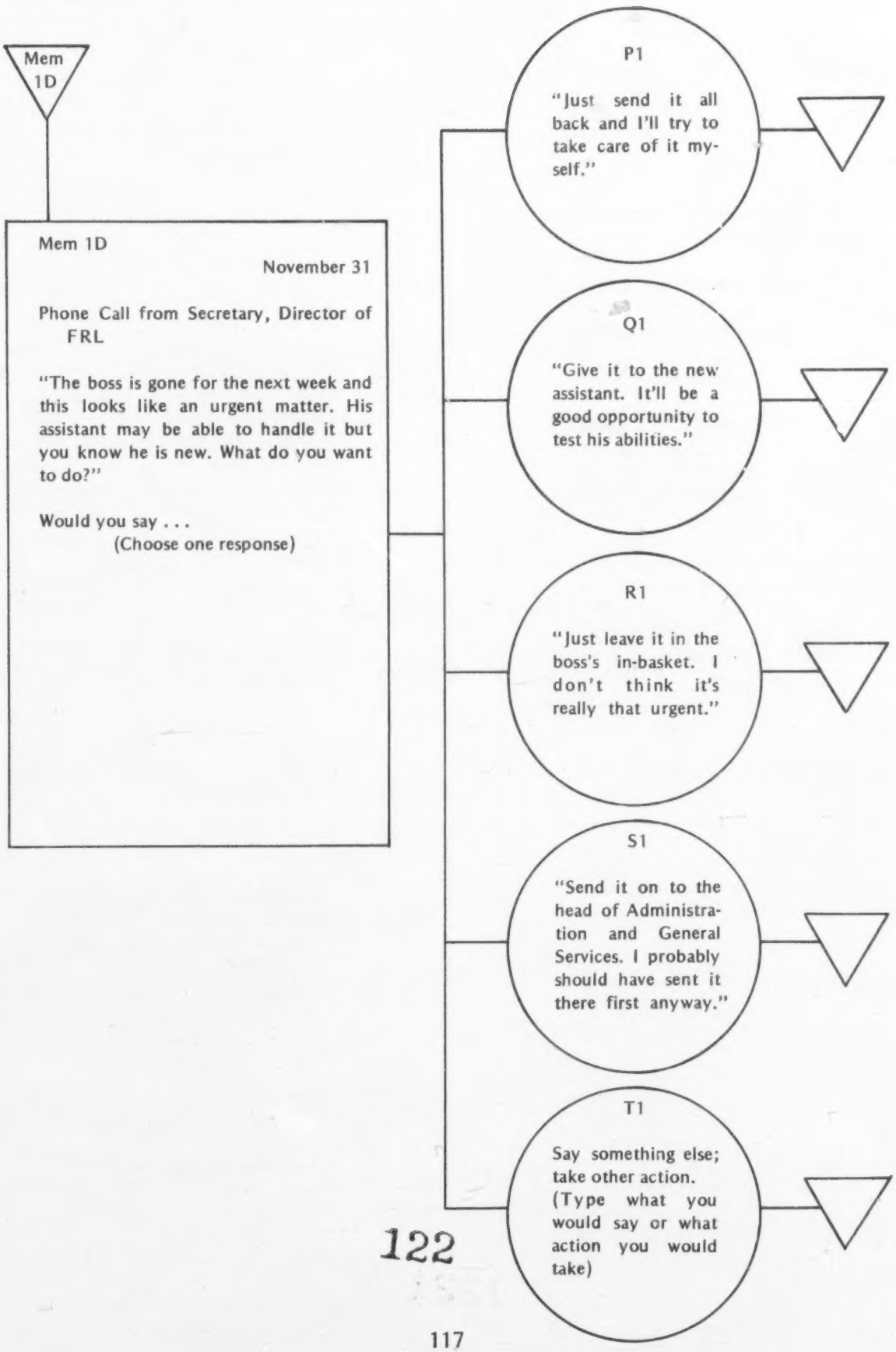

Prob 4
Prob 4
Western Periodicals
13000 North Rayner
North Hollywood, Calif.
November 7
Librarian
Field Research Library
Double XYZ Oil Company
Houston, Texas 00001
Dear Sir:
Reference is made to your purchase order number 02266 of July 1.
In this purchase order you ordered 160 magazines to start with the September issues. We still don't have your check for this order even though we have sent reminders each week for the last two months.
We placed these orders promptly and even bought back issues in a few cases and have given good service generally.
If we don't receive prompt payment for this account we will put the matter in the hands of our attorney.
Very truly yours,
Sol Grossman
President
Would you . . .
(Choose one response)
11
Ignore letter since you feel sure the bill has been paid.
Mem 11
12
Check with the accounting department
Mem 12
13
Check with Acquisitions
Mem 13
14
Send a memo to Accounting asking them to pay the bill
Mem 14
15
Take other action. (Type the action you would take.)
Mem 15


Mem 11
Mem 11
Janer, Tyson & Ledley
1605 Santa Rosa Blvd.
Los Angeles, Calif.
November 30
Librarian
Field Research Library
Double XYZ Company
Houston, Texas 00001
Dear Sir:
On October 1, 1966, you placed an order for 160 magazines, order number 02266, with my client, Western Periodicals. Although the magazine subscriptions were placed, you have not yet sent payment even after repeated requests. Letters have been sent to you every week for the last two months which you have ignored.
Unless payment is forthcoming immediately, I will be forced to begin court procedures for collection.
Sincerely,
Janer, Tyson & Ledley
Marvin Janer
Senior Partner
Would you . . .
(Choose one response)
1A
Ignore letter since you are sure the bill has been paid.
Mem 1A
1B
Call the company attorney.
Mem 1B
1C
Send the letter to Accounting.
Mem 1C
1D
Send the letter to the Director of FRL since he handles all legal matters.
Mem 1D
1E
Take other action. (Type the action you would take.)
Mem 1E

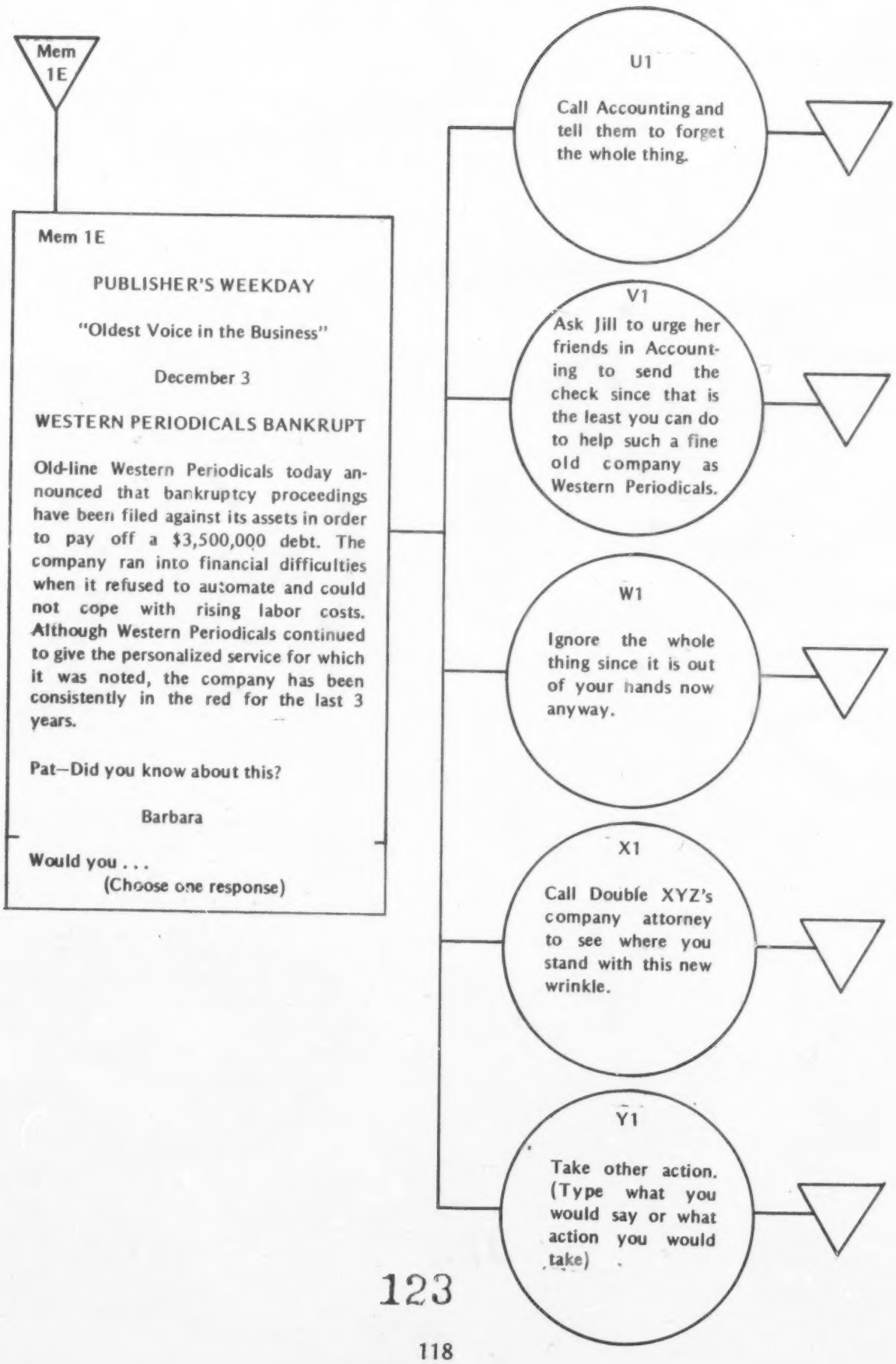

Mem 1A
Mem 1A
DISTRICT COURT FOR THE STATE OF TEXAS
Civil Action, File Number 18903
Western Periodicals, Plaintiff
v.
Double XYZ Oil Company,
and
Pat Brown, Defendants
You are hereby directed to appear and answer the complaint in an action entitled as above, within 30 days after the service on you of this summons.
The said action is brought to recover of you the sum of 1,920.35 dollars, for goods sold and delivered to and at your request.
And you are hereby notified that unless you appear and answer as above required, the said plaintiff will take judgment for any money demanded in the complaint.
Given under my hand and seal of the District Court of the county of Harris, state of Texas, this 3rd day of December.
John M. Burns
Clerk of Court
Would you . . .
(Choose one response)
A1
Ignore summons since the front office will handle the case anyway
B1
Call the company attorney
C1
Call Janer, Tyson and Ledley and tell them you are not legally responsible for Double XYZ Oil Company's bills
D1
Send the summons to the Head, Administration and General Services since you aren't legally responsible in cases of legal action against the company.
E1
Take other action. (Type the action you would take)

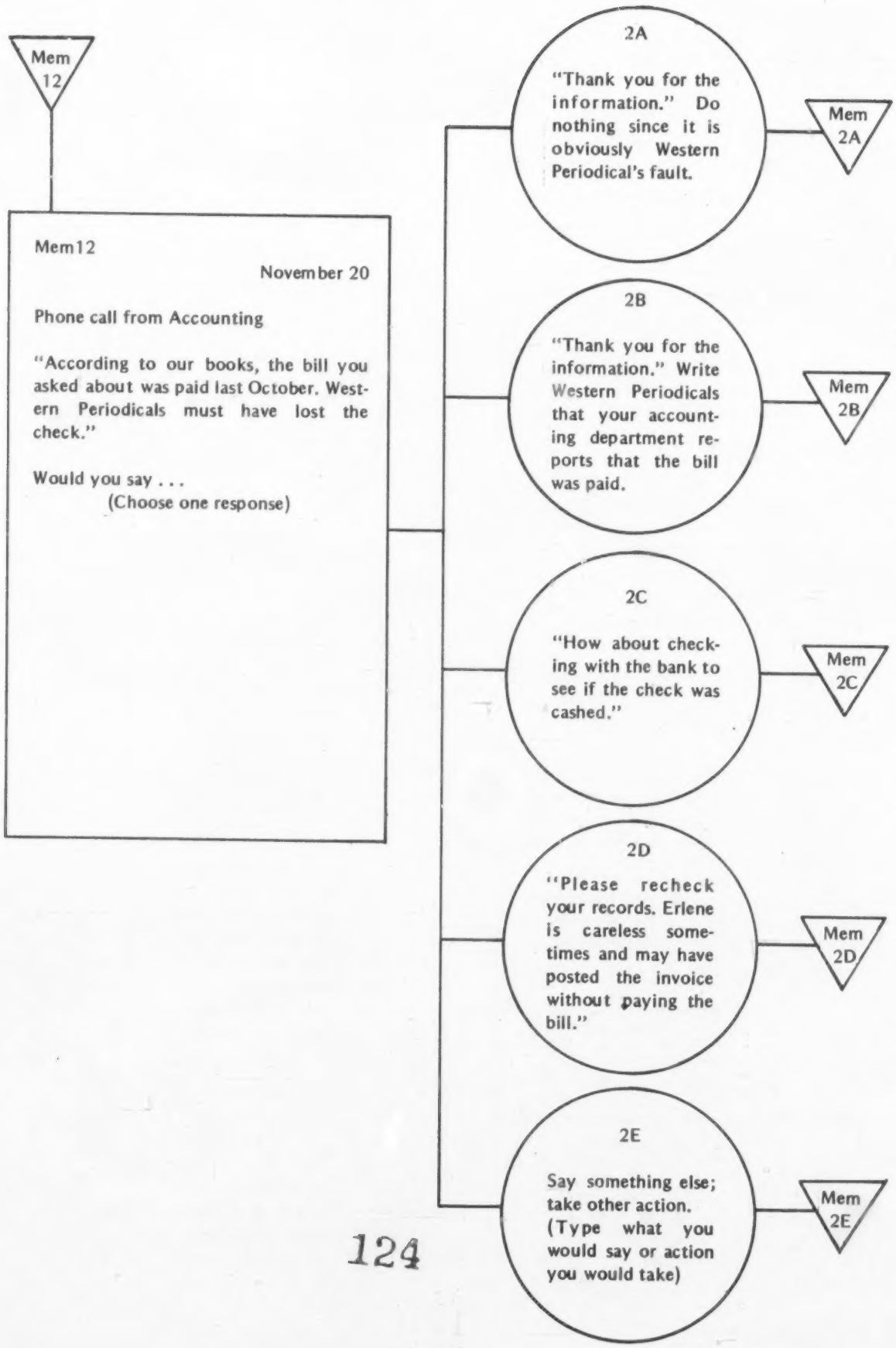

Mem 1B
Mem1B
November 30
Phone Call from Director, FRL
"John Granstein, our company attorney, just called me about an impending suit against the library for nonpayment of a bill. Why didn't you call me first? You know all legal matters are to go through my office."
Would you say . . .
(Choose one response)
F1
"I didn't know anything about that rule. I thought we were supposed to handle our own problems."
G1
"I didn't want to bother you with this minor problem."
H1
"You were always out of the office so I decided to go ahead on my own.
I1
"Someone in your office told me to do it. I don't remember who."
J1
Say something else; take other action. (Type what you would say or action you would take)


Mem 1C
Mem 1C
DISTRICT COURT FOR THE STATE OF TEXAS
Civil Action, File Number 18903
Western Periodicals, Plaintiff
v.
Double XYZ Oil Company
and
Pat Brown, Defendants
You are hereby directed to appear and answer the complaint in an action entitled as above, within 30 days after the service on you of this summons.
The said action is brought to recover of you the sum of 1,920.35 dollars, for goods sold and delivered to and at your request.
And you are hereby notified that unless you appear and answer as above required, the said plaintiff will take judgment for any money demanded in the complaint.
Given under my hand and seal of the District Court of the county of Harris, state of Texas, this 3rd day of December.
John M. Burns
Clerk of Court
Would you ...
(Choose one response)
K1
Ignore summons since the front office will handle the case anyway
L1
Call the company attorney
M1
Call Janer, Tyson and Ledley and tell them you are not legally responsible for Double XYZ Oil Company's bills
N1
Send the summons to the Head, Administration and General Services since you aren't legally responsible in cases of legal action against the company
O1
Take other action. (Type the action you would take)

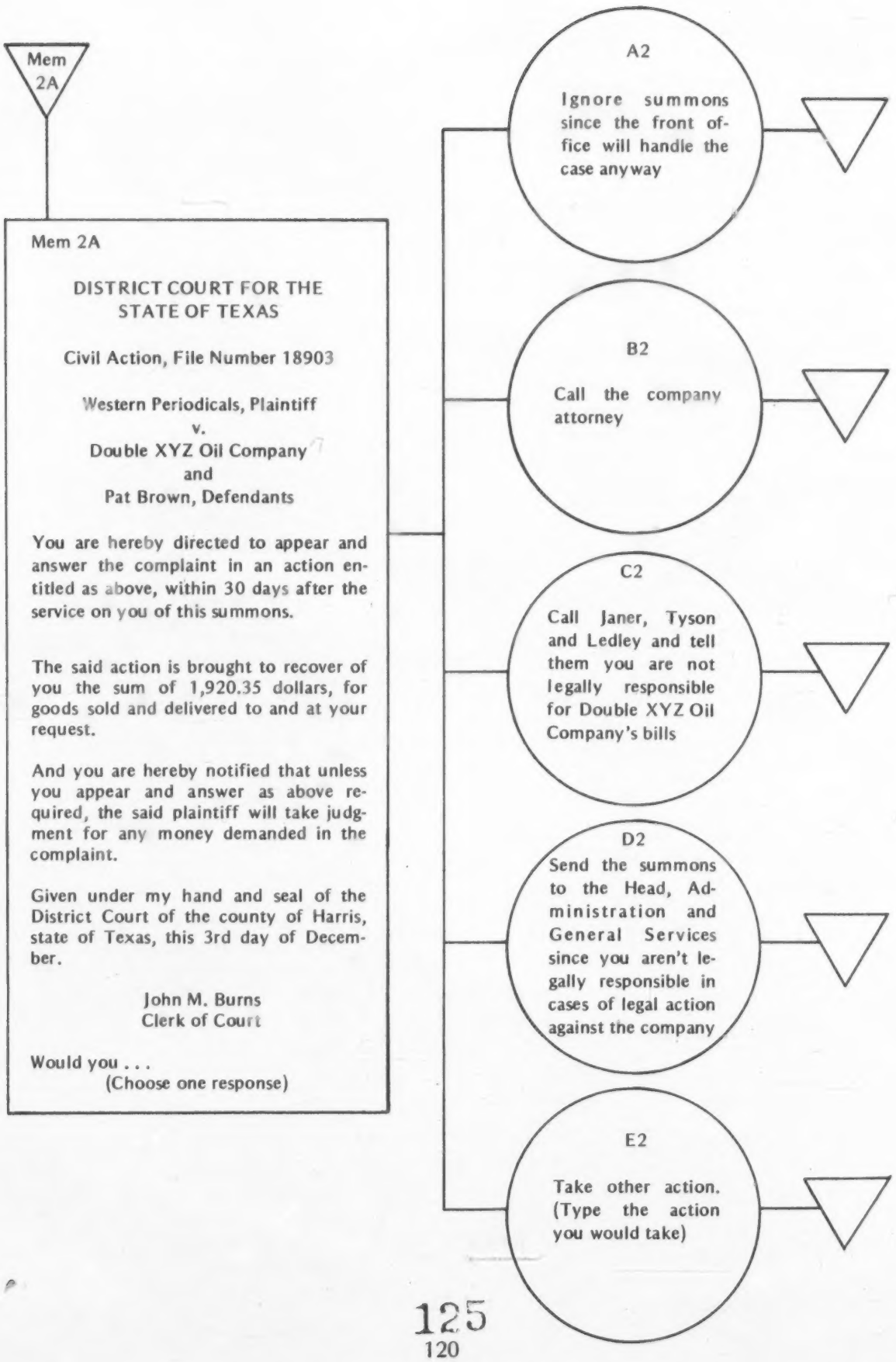

Mem 1D
Mem 1D
November 31
Phone Call from Secretary, Director of FRL
"The boss is gone for the next week and this looks like an urgent matter. His assistant may be able to handle it but you know he is new. What do you want to do?"
Would you say . . .
(Choose one response)
P1
"Just send it all back and I'll try to take care of it myself."
Q1
"Give it to the new assistant. It'll be a good opportunity to test his abilities."
R1
"Just leave it in the boss's in-basket. I don't think it's really that urgent."
S1
"Send it on to the head of Administration and General Services. I probably should have sent it there first anyway."
T1
Say something else; take other action. (Type what you would say or what action you would take)

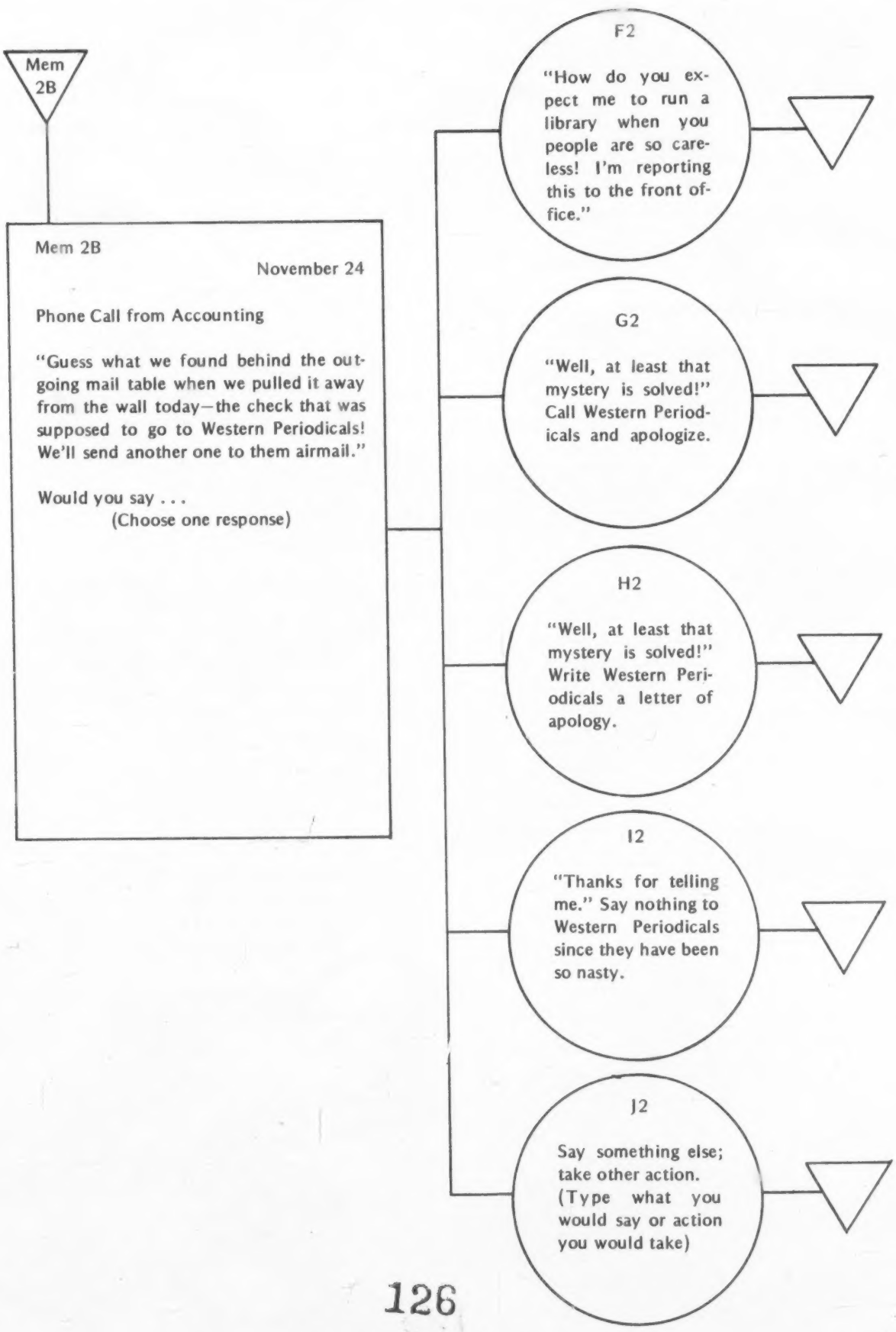
122

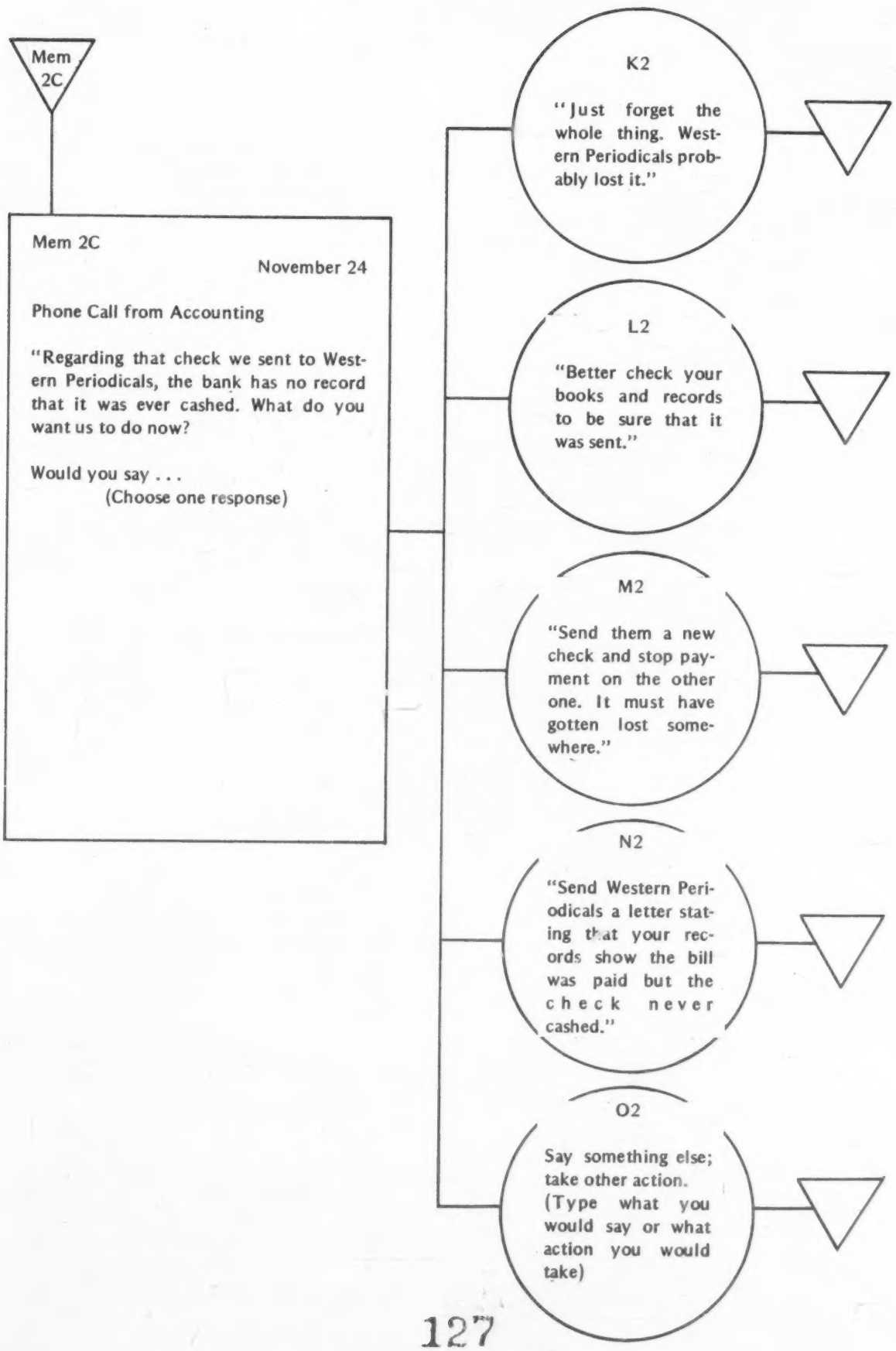

Mem 1E
Mem 1E
PUBLISHER'S WEEKDAY
"Oldest Voice in the Business"
December 3
WESTERN PERIODICALS BANKRUPT
Old-line Western Periodicals today announced that bankruptcy proceedings have been filed against its assets in order to pay off a $3,500,000 debt. The company ran into financial difficulties when it refused to automate and could not cope with rising labor costs. Although Western Periodicals continued to give the personalized service for which it was noted, the company has been consistently in the red for the last 3 years.
Pat—Did you know about this?
Barbara
Would you . . .
(Choose one response)
U1
Call Accounting and tell them to forget the whole thing.
V1
Ask Jill to urge her friends in Accounting to send the check since that is the least you can do to help such a fine old company as Western Periodicals.
W1
Ignore the whole thing since it is out of your hands now anyway.
X1
Call Double XYZ's company attorney to see where you stand with this new wrinkle.
Y1
Take other action. (Type what you would say or what action you would take)

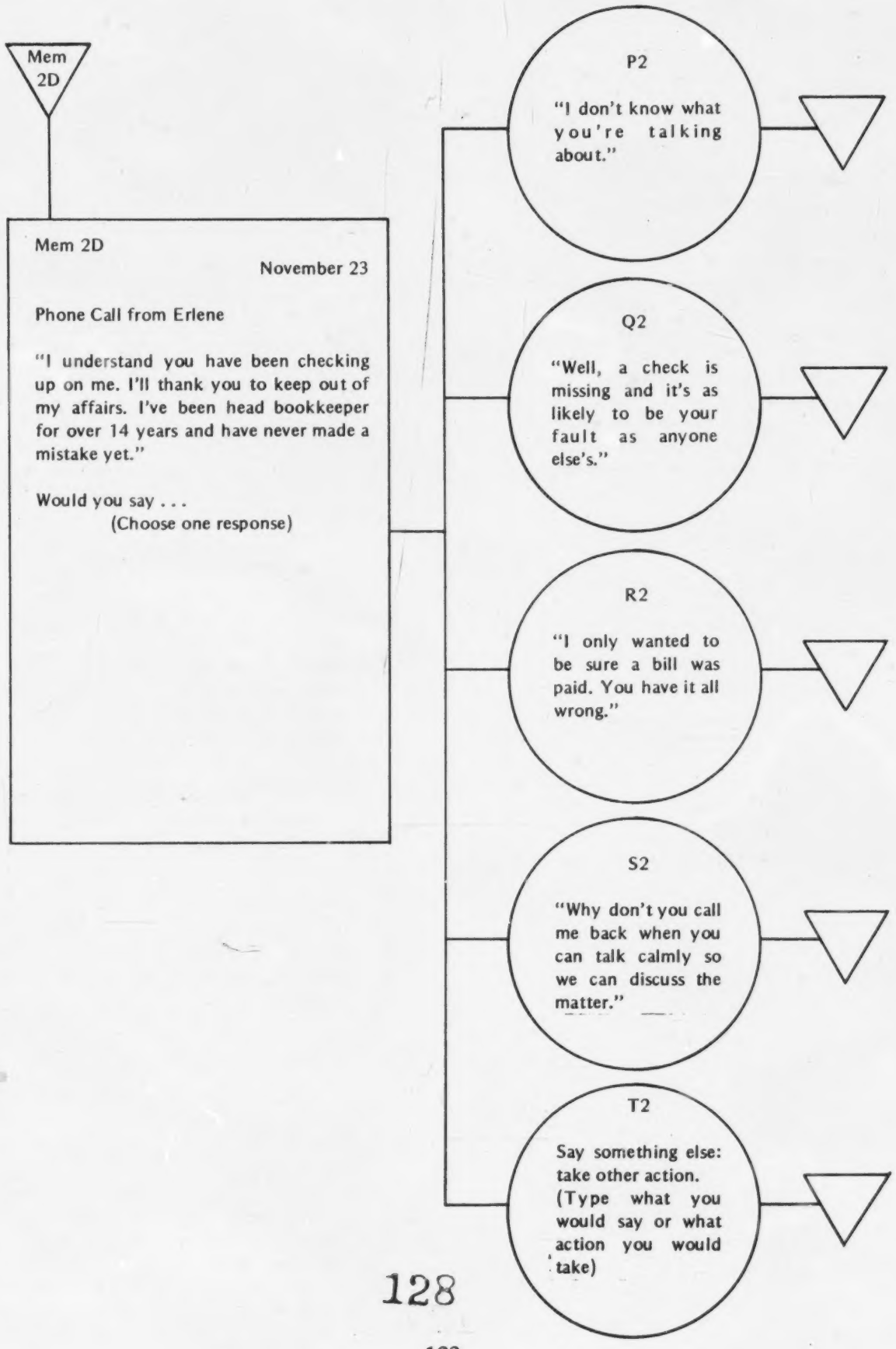

Mem 12
Mem12
November 20
Phone call from Accounting
"According to our books, the bill you asked about was paid last October. Western Periodicals must have lost the check."
Would you say . . .
(Choose one response)
2A
"Thank you for the information." Do nothing since it is obviously Western Periodical's fault.
Mem 2A
2B
"Thank you for the information." Write Western Periodicals that your accounting department reports that the bill was paid.
Mem 2B
2C
"How about checking with the bank to see if the check was cashed."
Mem 2C
2D
"Please recheck your records. Erlene is careless sometimes and may have posted the invoice without paying the bill."
Mem 2D
2E
Say something else; take other action. (Type what you would say or action you would take)
Mem 2E

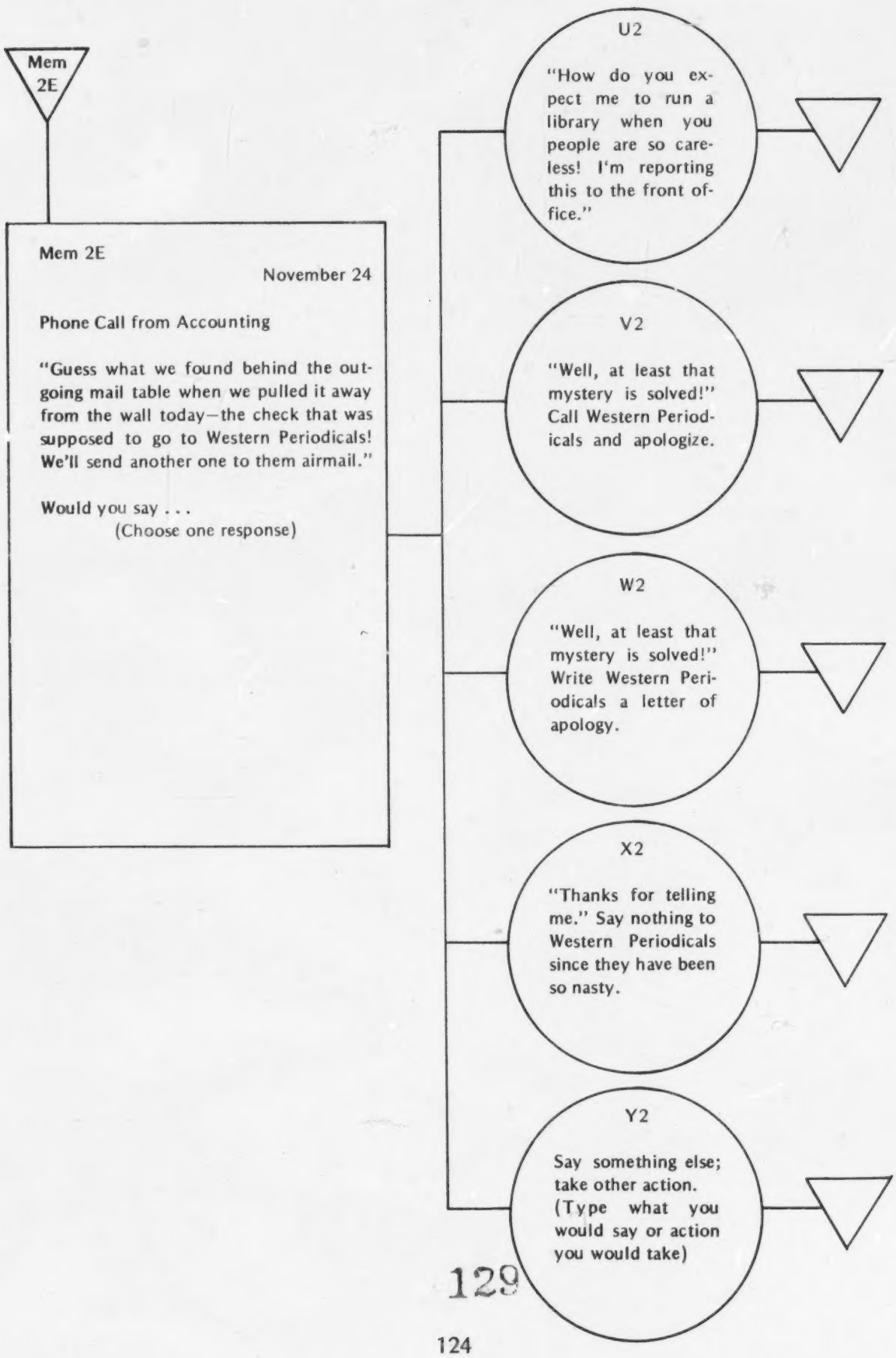
124

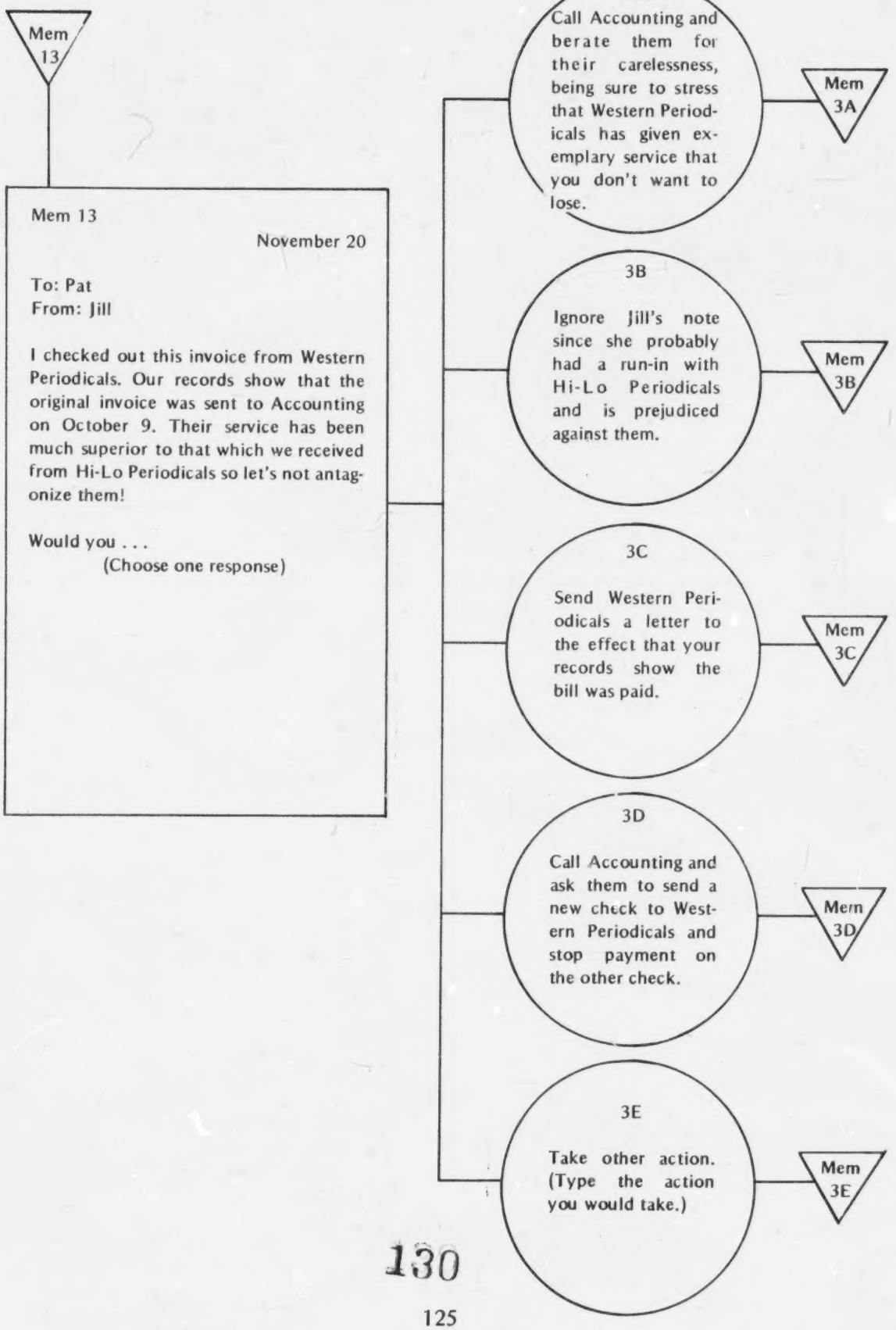

Mem 2A
Mem 2A
DISTRICT COURT FOR THE STATE OF TEXAS
Civil Action, File Number 18903
Western Periodicals, Plaintiff
v.
Double XYZ Oil Company
and
Pat Brown, Defendants
You are hereby directed to appear and answer the complaint in an action entitled as above, within 30 days after the service on you of this summons.
The said action is brought to recover of you the sum of 1,920.35 dollars, for goods sold and delivered to and at your request.
And you are hereby notified that unless you appear and answer as above required, the said plaintiff will take judgment for any money demanded in the complaint.
Given under my hand and seal of the District Court of the county of Harris, state of Texas, this 3rd day of December.
John M. Burns
Clerk of Court
Would you . . .
(Choose one response)
A2
Ignore summons since the front office will handle the case anyway
B2
Call the company attorney
C2
Call Janer, Tyson and Ledley and tell them you are not legally responsible for Double XYZ Oil Company's bills
D2
Send the summons to the Head, Administration and General Services since you aren't legally responsible in cases of legal action against the company
E2
Take other action. (Type the action you would take)

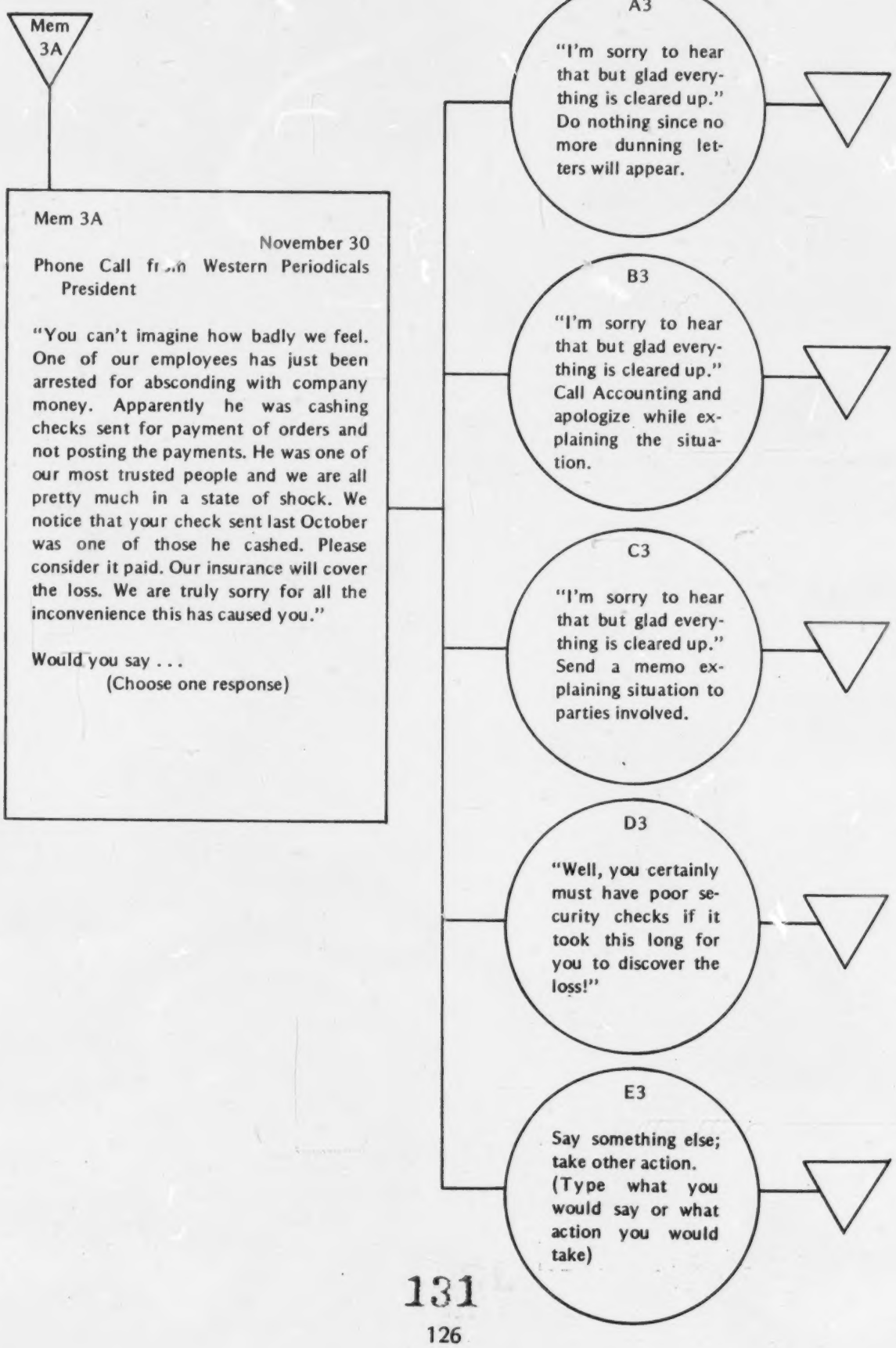

Mem
2B
Mem 2B
November 24
Phone Call from Accounting
"Guess what we found behind the outgoing mail table when we pulled it away from the wall today—the check that was supposed to go to Western Periodicals! We'll send another one to them airmail."
Would you say . . .
(Choose one response)
F2
"How do you expect me to run a library when you people are so careless! I'm reporting this to the front office."
G2
"Well, at least that mystery is solved!" Call Western Periodicals and apologize.
H2
"Well, at least that mystery is solved!" Write Western Periodicals a letter of apology.
I2
"Thanks for telling me." Say nothing to Western Periodicals since they have been so nasty.
J2
Say something else; take other action. (Type what you would say or action you would take)

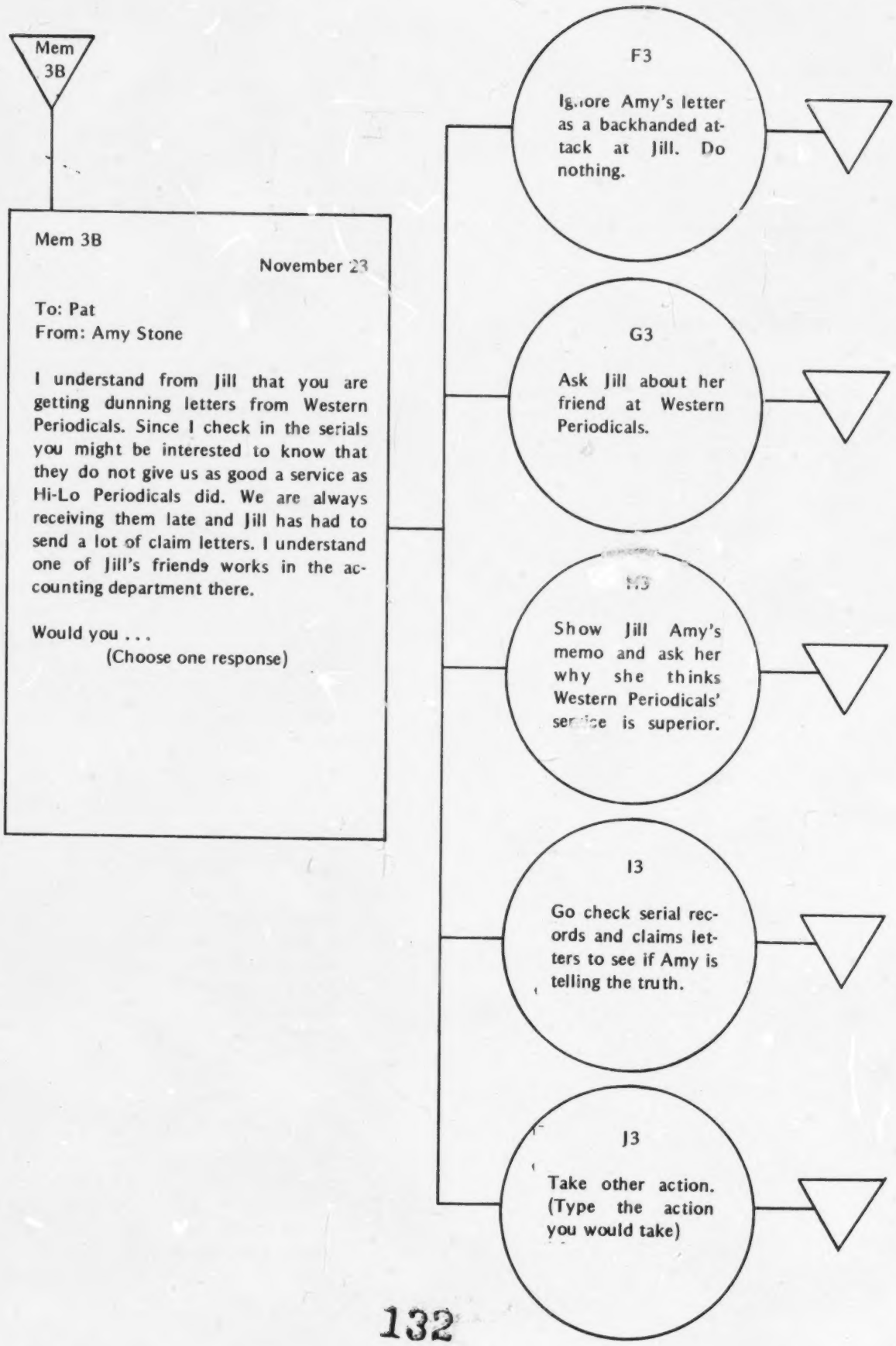

Mem 2C
Mem 2C
November 24
Phone Call from Accounting
"Regarding that check we sent to Western Periodicals, the bank has no record that it was ever cashed. What do you want us to do now?
Would you say . . .
(Choose one response)
K2
"Just forget the whole thing. Western Periodicals probably lost it."
L2
"Better check your books and records to be sure that it was sent."
M2
"Send them a new check and stop payment on the other one. It must have gotten lost somewhere."
N2
"Send Western Periodicals a letter stating that your records show the bill was paid but the check never cashed."
O2
Say something else; take other action. (Type what you would say or what action you would take)

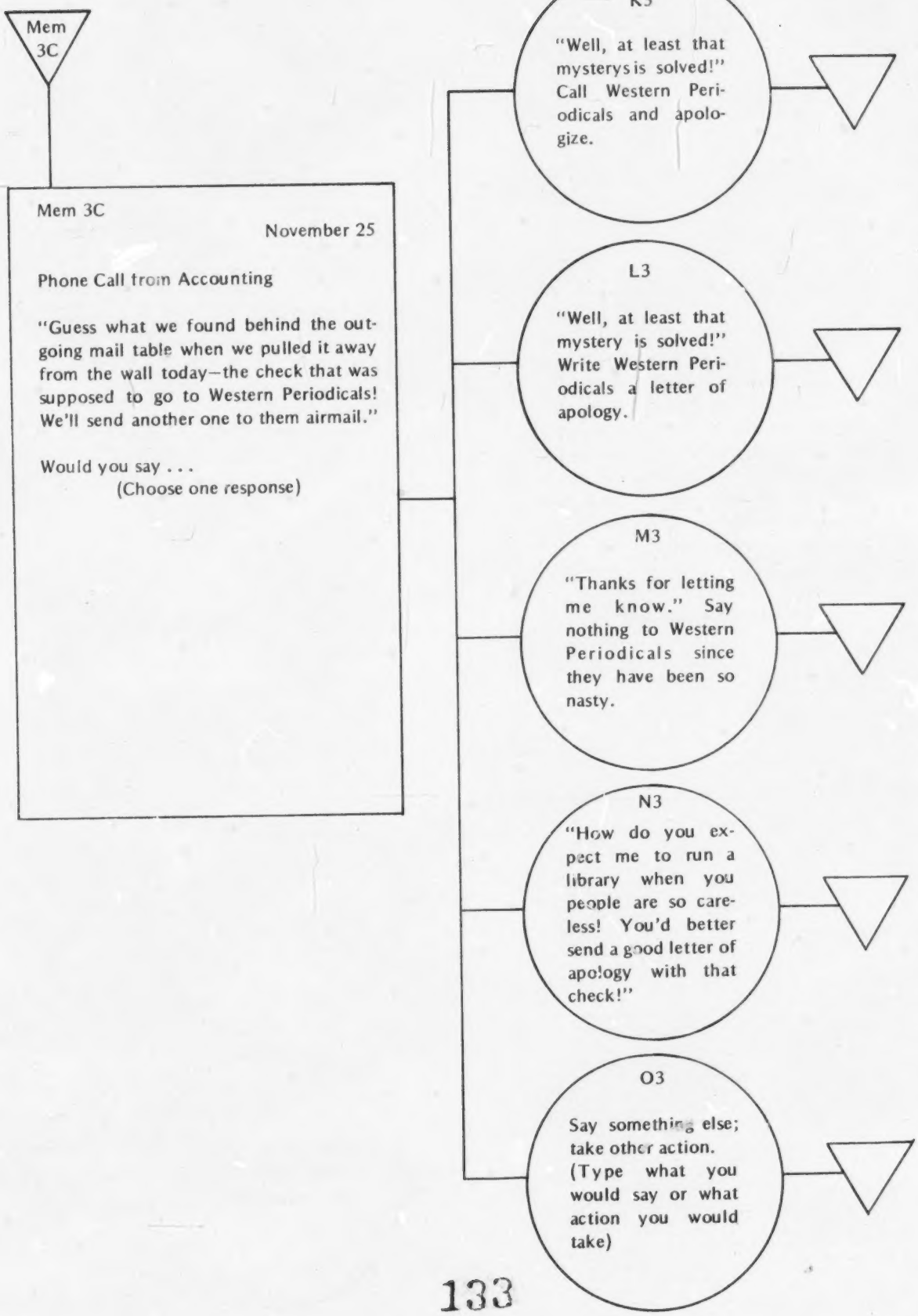

Mem 2D
Mem 2D
November 23
Phone Call from Erlene
"I understand you have been checking up on me. I'll thank you to keep out of my affairs. I've been head bookkeeper for over 14 years and have never made a mistake yet."
Would you say . . .
(Choose one response)
P2
"I don't know what you're talking about."
Q2
"Well, a check is missing and it's as likely to be your fault as anyone else's."
R2
"I only wanted to be sure a bill was paid. You have it all wrong."
S2
"Why don't you call me back when you can talk calmly so we can discuss the matter."
T2
Say something else: take other action. (Type what you would say or what action you would take)


Mem 2E
Mem 2E
November 24
Phone Call from Accounting
"Guess what we found behind the outgoing mail table when we pulled it away from the wall today—the check that was supposed to go to Western Periodicals! We'll send another one to them airmail."
Would you say . . .
(Choose one response)
U2
"How do you expect me to run a library when you people are so careless! I'm reporting this to the front office."
V2
"Well, at least that mystery is solved!" Call Western Periodicals and apologize.
W2
"Well, at least that mystery is solved!" Write Western Periodicals a letter of apology.
X2
"Thanks for telling me." Say nothing to Western Periodicals since they have been so nasty.
Y2
Say something else; take other action. (Type what you would say or action you would take)


Mem 13
Mem 13
November 20
To: Pat
From: Jill
I checked out this invoice from Western Periodicals. Our records show that the original invoice was sent to Accounting on October 9. Their service has been much superior to that which we received from Hi-Lo Periodicals so let's not antagonize them!
Would you . . .
(Choose one response)
3A
Call Accounting and berate them for their carelessness, being sure to stress that Western Periodicals has given exemplary service that you don't want to lose.
Mem 3A
3B
Ignore Jill's note since she probably had a run-in with Hi-Lo Periodicals and is prejudiced against them.
Mem 3B
3C
Send Western Periodicals a letter to the effect that your records show the bill was paid.
Mem 3C
3D
Call Accounting and ask them to send a new check to Western Periodicals and stop payment on the other check.
Mem 3D
3E
Take other action. (Type the action you would take.)
Mem 3E


Mem 3A
Mem 3A
November 30
Phone Call from Western Periodicals President
"You can't imagine how badly we feel. One of our employees has just been arrested for absconding with company money. Apparently he was cashing checks sent for payment of orders and not posting the payments. He was one of our most trusted people and we are all pretty much in a state of shock. We notice that your check sent last October was one of those he cashed. Please consider it paid. Our insurance will cover the loss. We are truly sorry for all the inconvenience this has caused you."
Would you say . . .
(Choose one response)
A3
"I'm sorry to hear that but glad everything is cleared up." Do nothing since no more dunning letters will appear.
B3
"I'm sorry to hear that but glad everything is cleared up." Call Accounting and apologize while explaining the situation.
C3
"I'm sorry to hear that but glad everything is cleared up." Send a memo explaining situation to parties involved.
D3
"Well, you certainly must have poor security checks if it took this long for you to discover the loss!"
E3
Say something else; take other action. (Type what you would say or what action you would take)


Mem 3B
Mem 3B
November 23
To: Pat
From: Amy Stone
I understand from Jill that you are getting dunning letters from Western Periodicals. Since I check in the serials you might be interested to know that they do not give us as good a service as Hi-Lo Periodicals did. We are always receiving them late and Jill has had to send a lot of claim letters. I understand one of Jill's friends works in the accounting department there.
Would you . . .
(Choose one response)
F3
Ignore Amy's letter as a backhanded attack at Jill. Do nothing.
G3
Ask Jill about her friend at Western Periodicals.
H3
Show Jill Amy's memo and ask her why she thinks Western Periodicals' service is superior.
I3
Go check serial records and claims letters to see if Amy is telling the truth.
J3
Take other action. (Type the action you would take)


Mem 3C
Mem 3C
November 25
Phone Call from Accounting
"Guess what we found behind the outgoing mail table when we pulled it away from the wall today—the check that was supposed to go to Western Periodicals! We'll send another one to them airmail."
Would you say . . .
(Choose one response)
K3
"Well, at least that mysterys is solved!" Call Western Periodicals and apologize.
L3
"Well, at least that mystery is solved!" Write Western Periodicals a letter of apology.
M3
"Thanks for letting me know." Say nothing to Western Periodicals since they have been so nasty.
N3
"How do you expect me to run a library when you people are so careless! You'd better send a good letter of apology with that check!"
O3
Say something else; take other action. (Type what you would say or what action you would take)

Mem 3D

Mem 3D

November 30

Phone Call from Western Periodicals President

"You can't imagine how badly we feel. One of our employees has just been arrested for absconding with company money. Apparently he was cashing checks sent for payment of orders and not posting the payments. He was one of our most trusted people and we are all pretty much in a state of shock. We notice that your check sent last October was one of those he cashed. Please consider it paid. Our insurance will cover the loss. We are truly sorry for all the inconvenience this has caused you."

Would you say . . .

(Choose one response)

P3

"I'm sorry to hear that but glad everything is cleared up." Call Accounting to stop payment on second check too.

Q3

"I'm sorry to hear that but glad everything is cleared up." Forget the whole thing since Western Periodicals will destroy the second check when it arrives.

R3

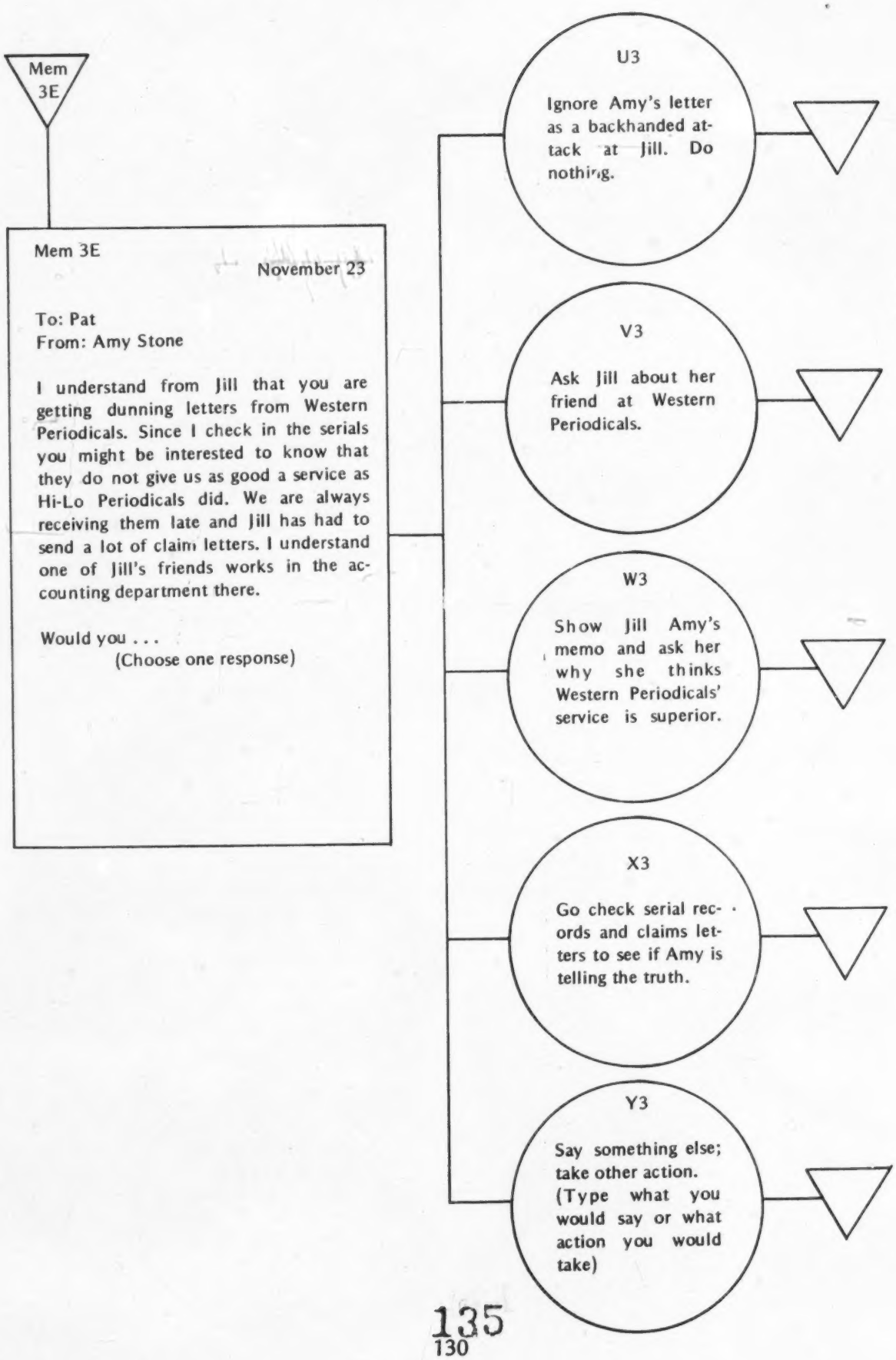
"I'm sorry to hear that but glad everything is cleared up." Send memo explaining situation to all parties concerned.

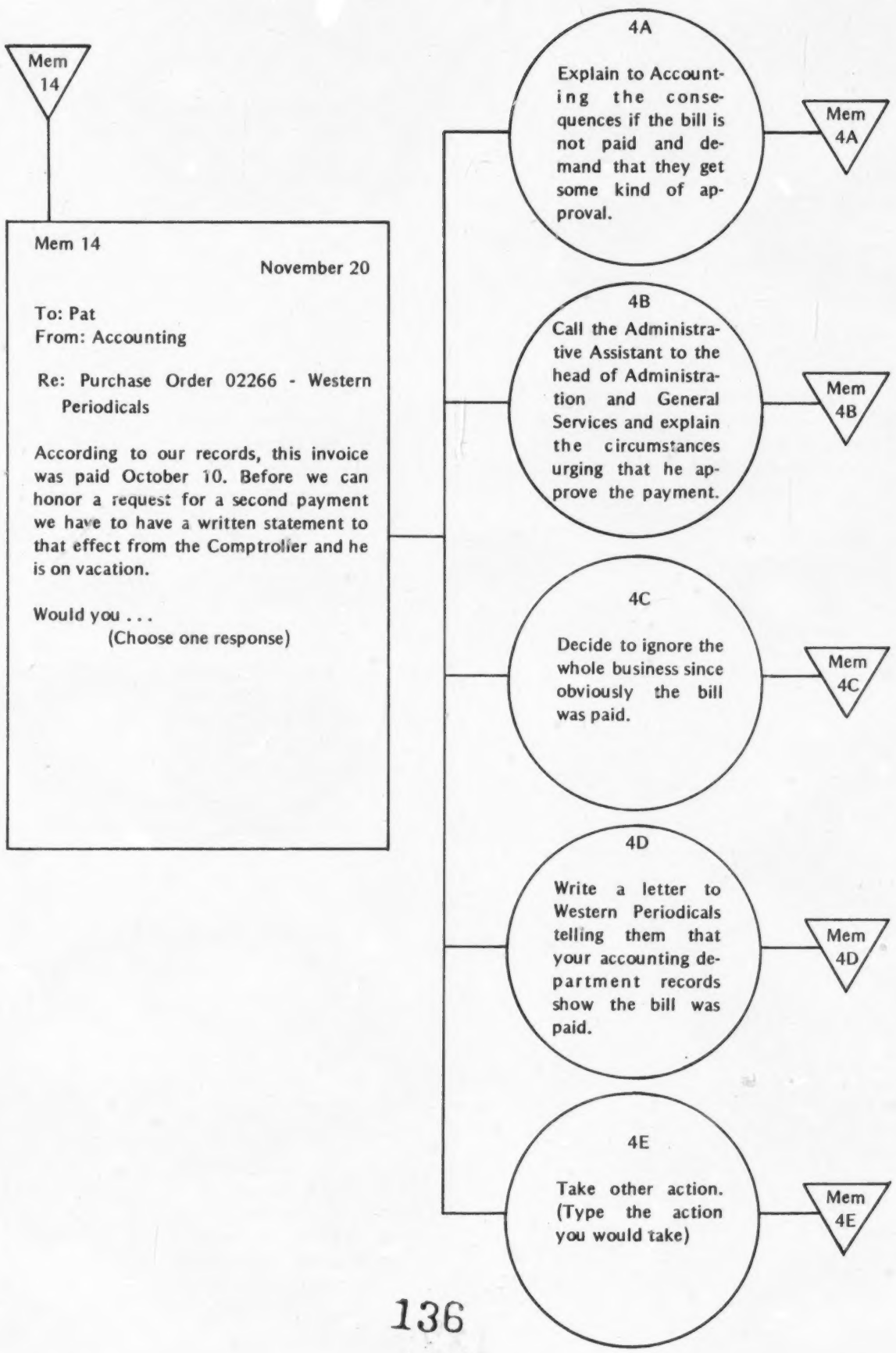
S3

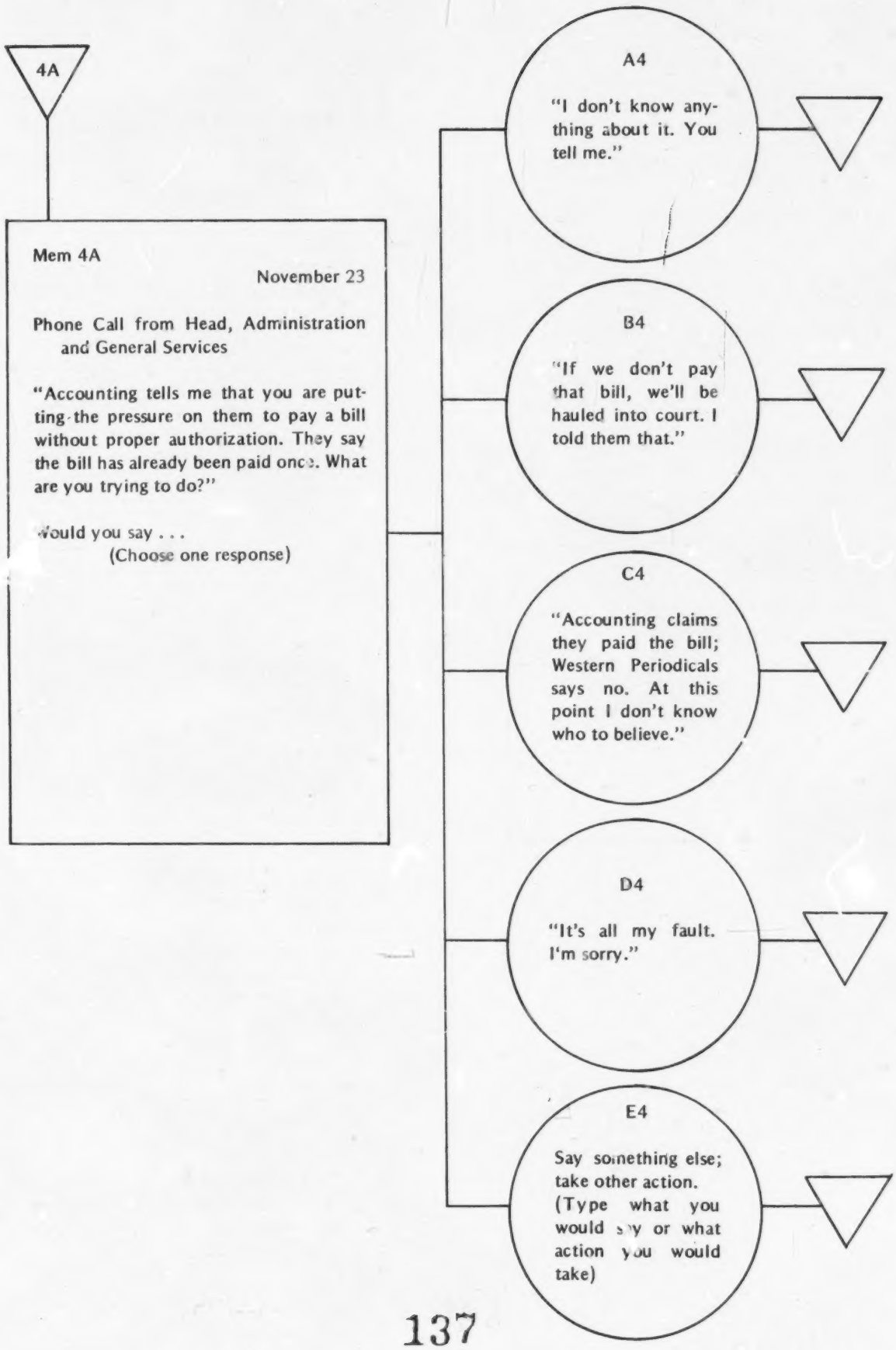
"Well, you certainly have poor security checks if it took you this long to discover the loss!"

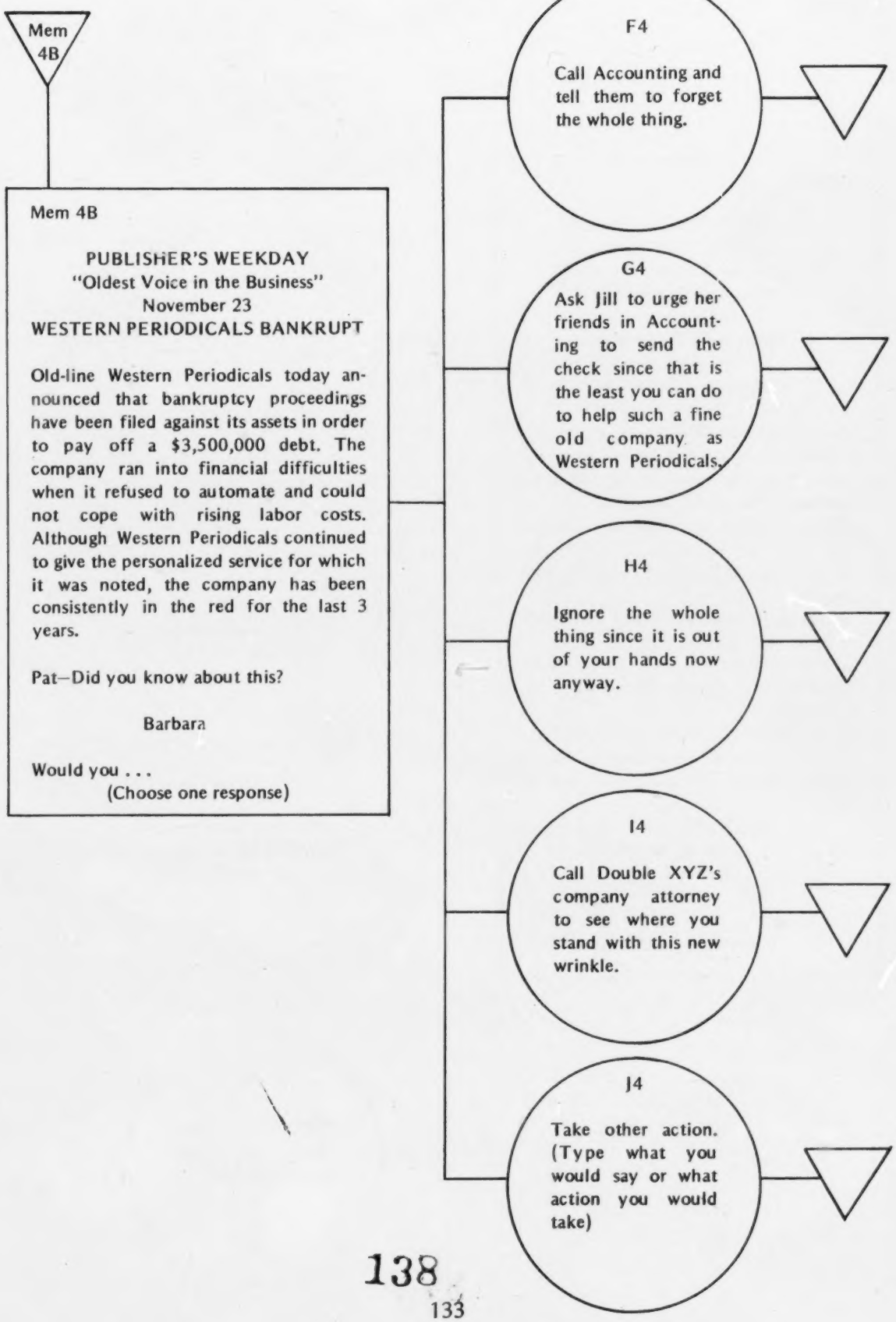
T3

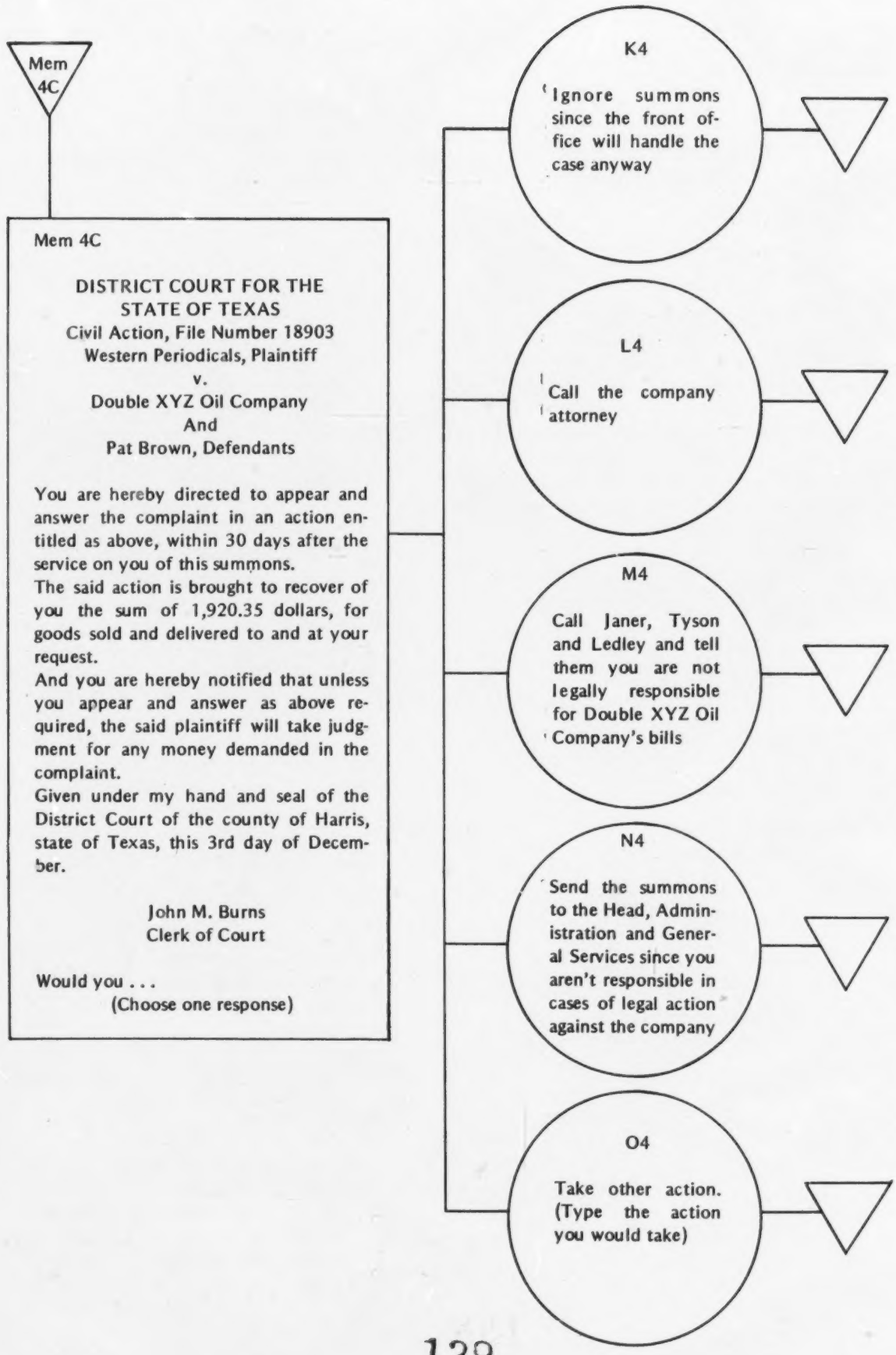
Say something else; take other action. (Type what you would say or what action you would take)

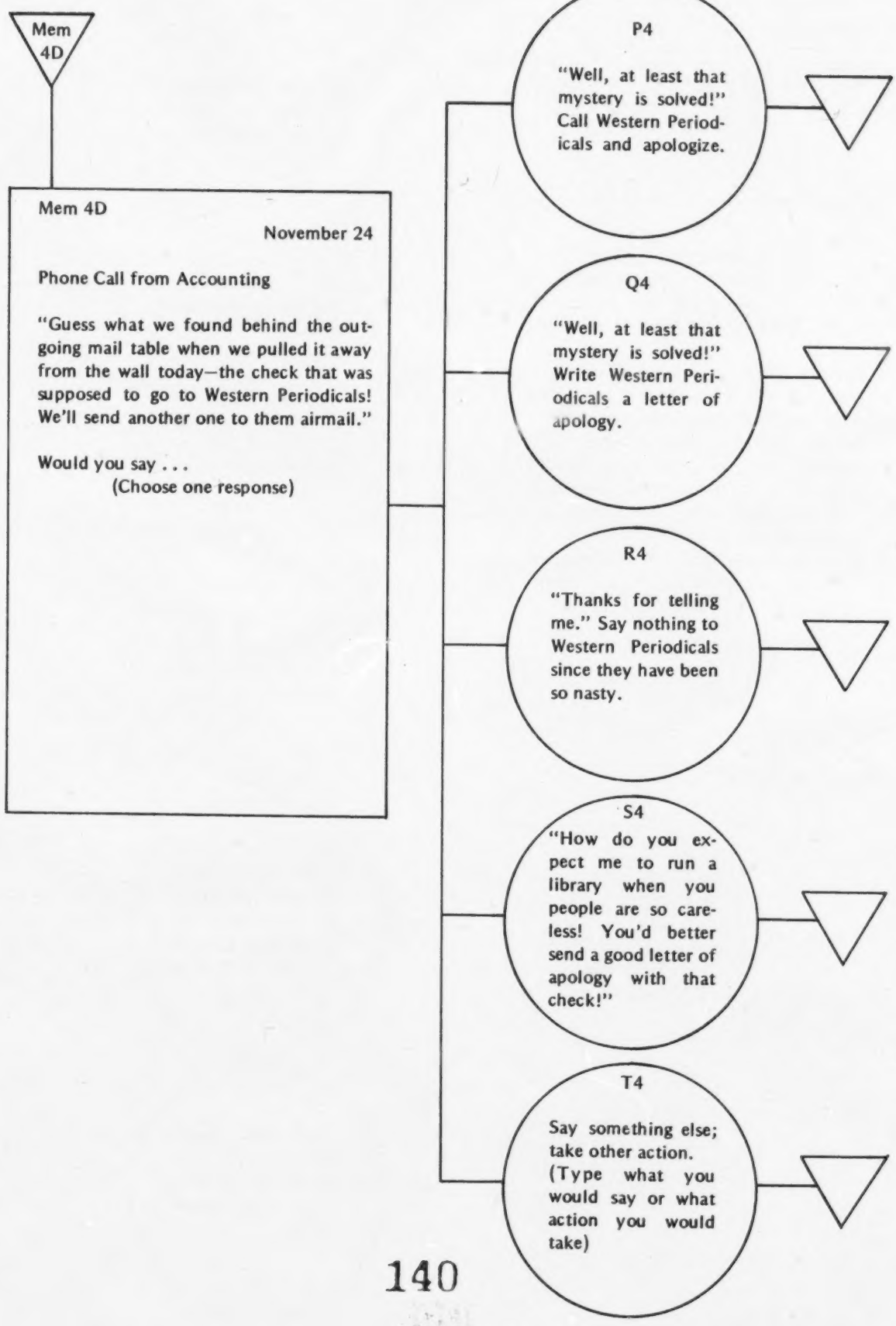

Mem
3E
Mem 3E
November 23
To: Pat
From: Amy Stone
I understand from Jill that you are getting dunning letters from Western Periodicals. Since I check in the serials you might be interested to know that they do not give us as good a service as Hi-Lo Periodicals did. We are always receiving them late and Jill has had to send a lot of claim letters. I understand one of Jill's friends works in the accounting department there.
Would you . . .
(Choose one response)
U3
Ignore Amy's letter as a backhanded attack at Jill. Do nothing.
V3
Ask Jill about her friend at Western Periodicals.
W3
Show Jill Amy's memo and ask her why she thinks Western Periodicals' service is superior.
X3
Go check serial records and claims letters to see if Amy is telling the truth.
Y3
Say something else; take other action. (Type what you would say or what action you would take)

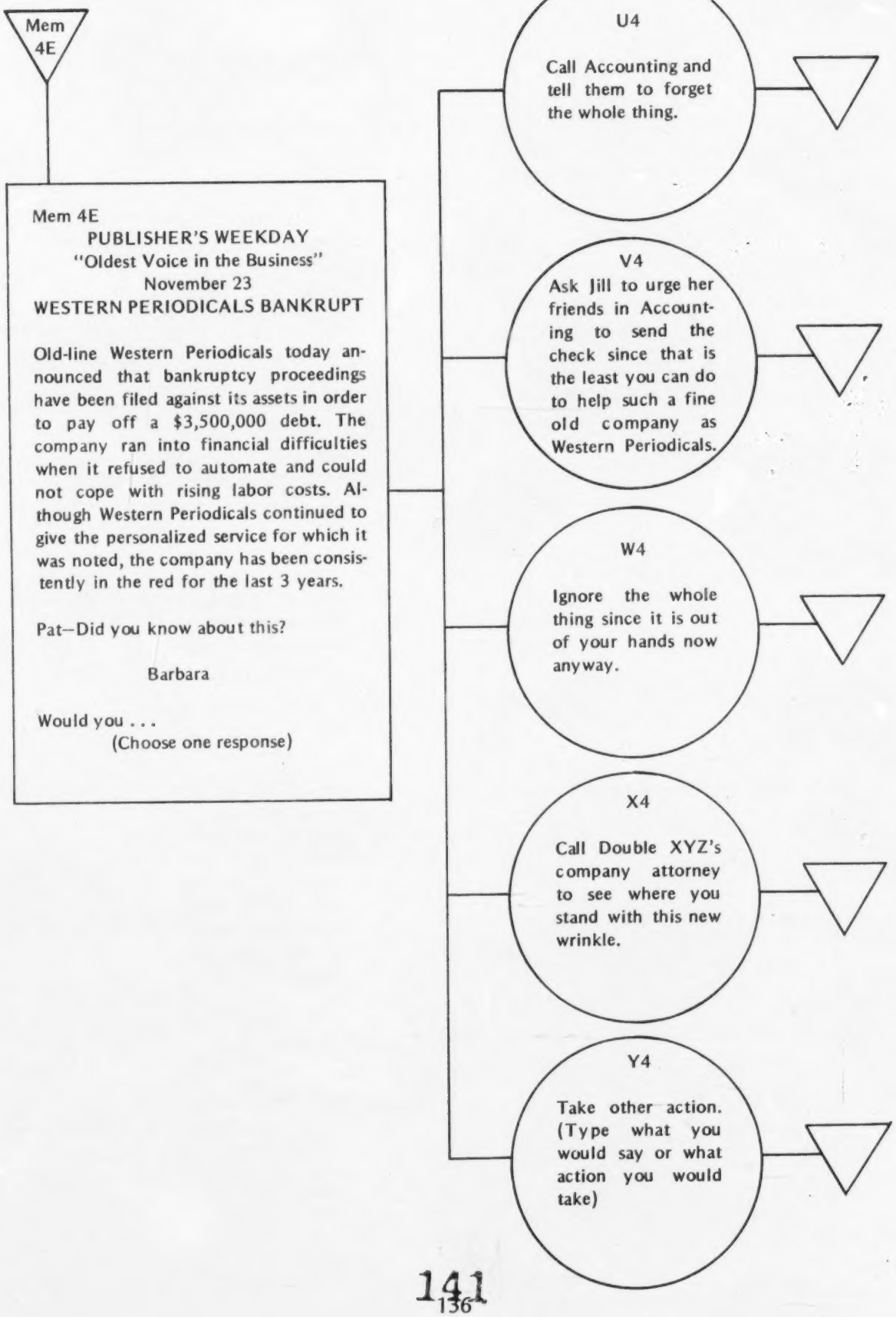

Mem 14
Mem 14
November 20
To: Pat
From: Accounting
Re: Purchase Order 02266 - Western Periodicals
According to our records, this invoice was paid October 10. Before we can honor a request for a second payment we have to have a written statement to that effect from the Comptrolier and he is on vacation.
Would you . . .
(Choose one response)
4A
Explain to Accounting the consequences if the bill is not paid and demand that they get some kind of approval.
Mem 4A
4B
Call the Administrative Assistant to the head of Administration and General Services and explain the circumstances urging that he approve the payment.
Mem 4B
4C
Decide to ignore the whole business since obviously the bill was paid.
Mem 4C
4D
Write a letter to Western Periodicals telling them that your accounting department records show the bill was paid.
Mem 4D
4E
Take other action. (Type the action you would take)
Mem 4E

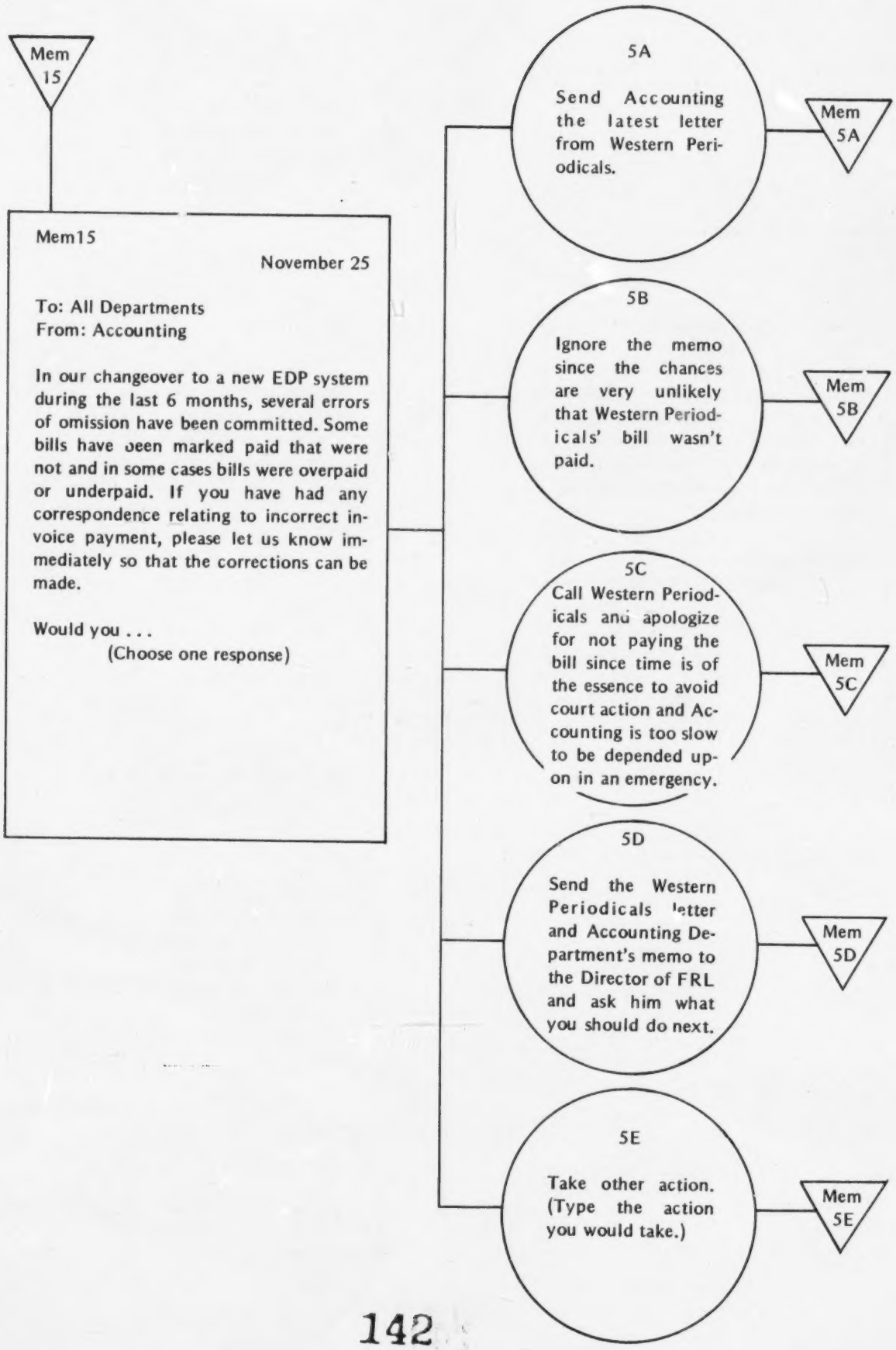

4A
Mem 4A
November 23
Phone Call from Head, Administration and General Services
"Accounting tells me that you are putting the pressure on them to pay a bill without proper authorization. They say the bill has already been paid once. What are you trying to do?"
Would you say . . .
(Choose one response)
A4
"I don't know anything about it. You tell me."
B4
"If we don't pay that bill, we'll be hauled into court. I told them that."
C4
"Accounting claims they paid the bill; Western Periodicals says no. At this point I don't know who to believe."
D4
"It's all my fault. I'm sorry."
E4
Say something else; take other action. (Type what you would say or what action you would take)

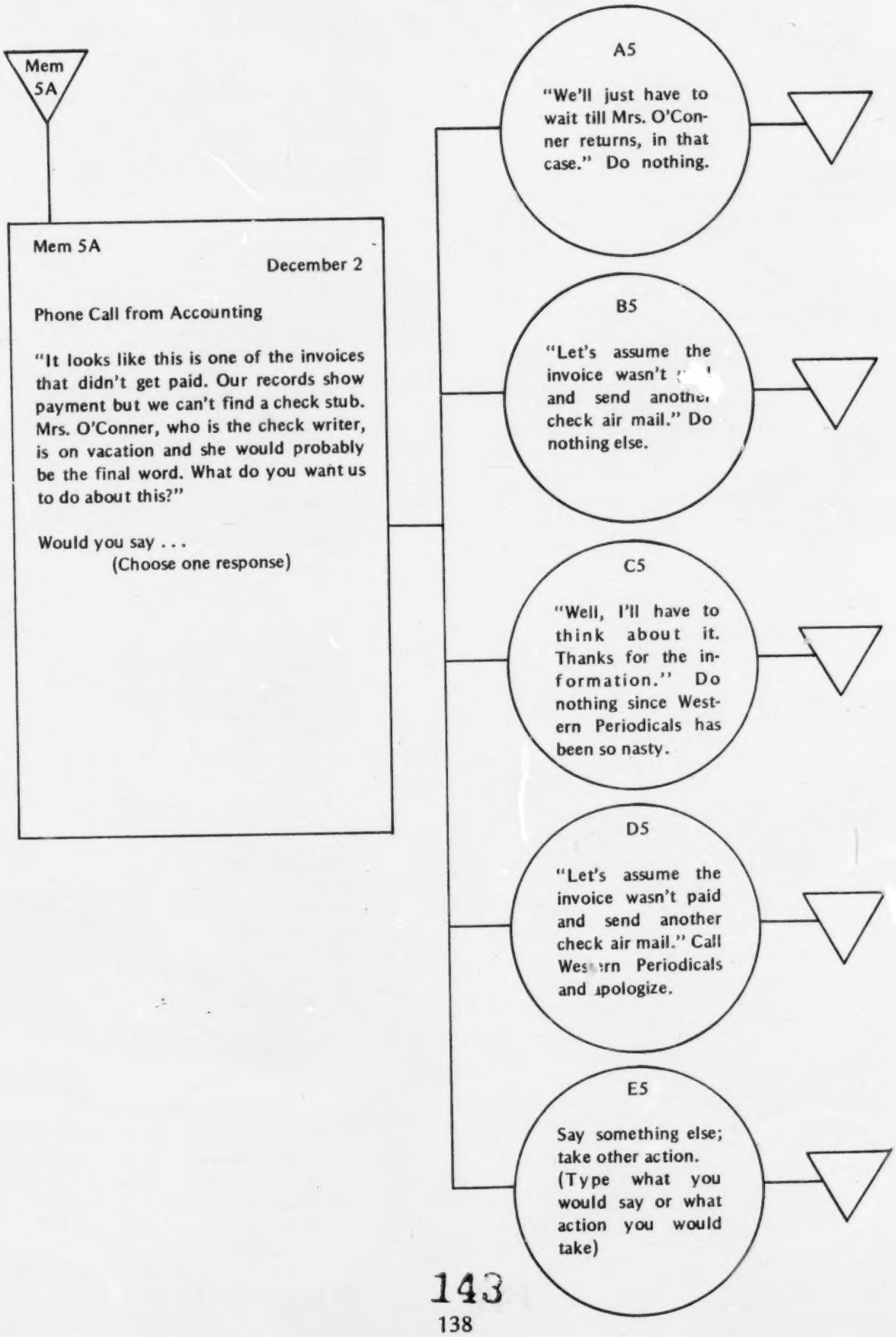

Mem 4B
Mem 4B
PUBLISHER'S WEEKDAY
"Oldest Voice in the Business"
November 23
WESTERN PERIODICALS BANKRUPT
Old-line Western Periodicals today announced that bankruptcy proceedings have been filed against its assets in order to pay off a $3,500,000 debt. The company ran into financial difficulties when it refused to automate and could not cope with rising labor costs. Although Western Periodicals continued to give the personalized service for which it was noted, the company has been consistently in the red for the last 3 years.
Pat—Did you know about this?
Barbara
Would you . . .
(Choose one response)
F4
Call Accounting and tell them to forget the whole thing.
G4
Ask Jill to urge her friends in Accounting to send the check since that is the least you can do to help such a fine old company as Western Periodicals.
H4
Ignore the whole thing since it is out of your hands now anyway.
I4
Call Double XYZ's company attorney to see where you stand with this new wrinkle.
J4
Take other action. (Type what you would say or what action you would take)


Mem 4C
Mem 4C
DISTRICT COURT FOR THE STATE OF TEXAS
Civil Action, File Number 18903
Western Periodicals, Plaintiff
v.
Double XYZ Oil Company
And
Pat Brown, Defendants
You are hereby directed to appear and answer the complaint in an action entitled as above, within 30 days after the service on you of this summons.
The said action is brought to recover of you the sum of 1,920.35 dollars, for goods sold and delivered to and at your request.
And you are hereby notified that unless you appear and answer as above required, the said plaintiff will take judgment for any money demanded in the complaint.
Given under my hand and seal of the District Court of the county of Harris, state of Texas, this 3rd day of December.
John M. Burns
Clerk of Court
Would you . . .
(Choose one response)
K4
Ignore summons since the front office will handle the case anyway
L4
Call the company attorney
M4
Call Janer, Tyson and Ledley and tell them you are not legally responsible for Double XYZ Oil Company's bills
N4
Send the summons to the Head, Administration and General Services since you aren't responsible in cases of legal action against the company
O4
Take other action. (Type the action you would take)


Mem 4D
Mem 4D
November 24
Phone Call from Accounting
"Guess what we found behind the outgoing mail table when we pulled it away from the wall today—the check that was supposed to go to Western Periodicals! We'll send another one to them airmail."
Would you say . . .
(Choose one response)
P4
"Well, at least that mystery is solved!" Call Western Periodicals and apologize.
Q4
"Well, at least that mystery is solved!" Write Western Periodicals a letter of apology.
R4
"Thanks for telling me." Say nothing to Western Periodicals since they have been so nasty.
S4
"How do you expect me to run a library when you people are so careless! You'd better send a good letter of apology with that check!"
T4
Say something else; take other action. (Type what you would say or what action you would take)


Mem 4E
Mem 4E
PUBLISHER'S WEEKDAY
"Oldest Voice in the Business"
November 23
WESTERN PERIODICALS BANKRUPT
Old-line Western Periodicals today announced that bankruptcy proceedings have been filed against its assets in order to pay off a $3,500,000 debt. The company ran into financial difficulties when it refused to automate and could not cope with rising labor costs. Although Western Periodicals continued to give the personalized service for which it was noted, the company has been consistently in the red for the last 3 years.
Pat--Did you know about this?
Barbara
Would you . . .
(Choose one response)
U4
Call Accounting and tell them to forget the whole thing.
V4
Ask Jill to urge her friends in Accounting to send the check since that is the least you can do to help such a fine old company as Western Periodicals.
W4
Ignore the whole thing since it is out of your hands now anyway.
X4
Call Double XYZ's company attorney to see where you stand with this new wrinkle.
Y4
Take other action. (Type what you would say or what action you would take)


Mem 15
Mem15
November 25
To: All Departments
From: Accounting
In our changeover to a new EDP system during the last 6 months, several errors of omission have been committed. Some bills have been marked paid that were not and in some cases bills were overpaid or underpaid. If you have had any correspondence relating to incorrect invoice payment, please let us know immediately so that the corrections can be made.
Would you . . .
(Choose one response)
5A
Send Accounting the latest letter from Western Periodicals.
Mem 5A
5B
Ignore the memo since the chances are very unlikely that Western Periodicals' bill wasn't paid.
Mem 5B
5C
Call Western Periodicals and apologize for not paying the bill since time is of the essence to avoid court action and Accounting is too slow to be depended upon in an emergency.
Mem 5C
5D
Send the Western Periodicals letter and Accounting Department's memo to the Director of FRL and ask him what you should do next.
Mem 5D
5E
Take other action. (Type the action you would take.)
Mem 5E


Mem 5A
Mem 5A
December 2
Phone Call from Accounting
"It looks like this is one of the invoices that didn't get paid. Our records show payment but we can't find a check stub. Mrs. O'Conner, who is the check writer, is on vacation and she would probably be the final word. What do you want us to do about this?"
Would you say . . .
(Choose one response)
A5
"We'll just have to wait till Mrs. O'Conner returns, in that case." Do nothing.
B5
"Let's assume the invoice wasn't paid and send another check air mail." Do nothing else.
C5
"Well, I'll have to think about it. Thanks for the information." Do nothing since Western Periodicals has been so nasty.
D5
"Let's assume the invoice wasn't paid and send another check air mail." Call Western Periodicals and apologize.
E5
Say something else; take other action. (Type what you would say or what action you would take)

Mem 5B

Mem 5B

DISTRICT COURT FOR THE STATE OF TEXAS
Civil Action, File Number 18903
Western Periodicals, Plaintiff
v.
Double XYZ Oil Company
and
Pat Brown, Defendants

You are hereby directed to appear and answer the complaint in an action entitled as above, within 30 days after the service on you of this summons.
The said action is brought to recover of you the sum of 1,920.35 dollars, for goods sold and delivered to and at your request.
And you are hereby notified that unless you appear and answer as above required, the said plaintiff will take judgment for any money demanded in the complaint.
Given under my hand and seal of the District Court of the county of Harris, state of Texas, this 3rd day of December.

John M. Burns
Clerk of Court

Would you . . .
(Choose one response)

F5

Ignore summons since the front office will handle the case anyway

G5

Call the company attorney

H5

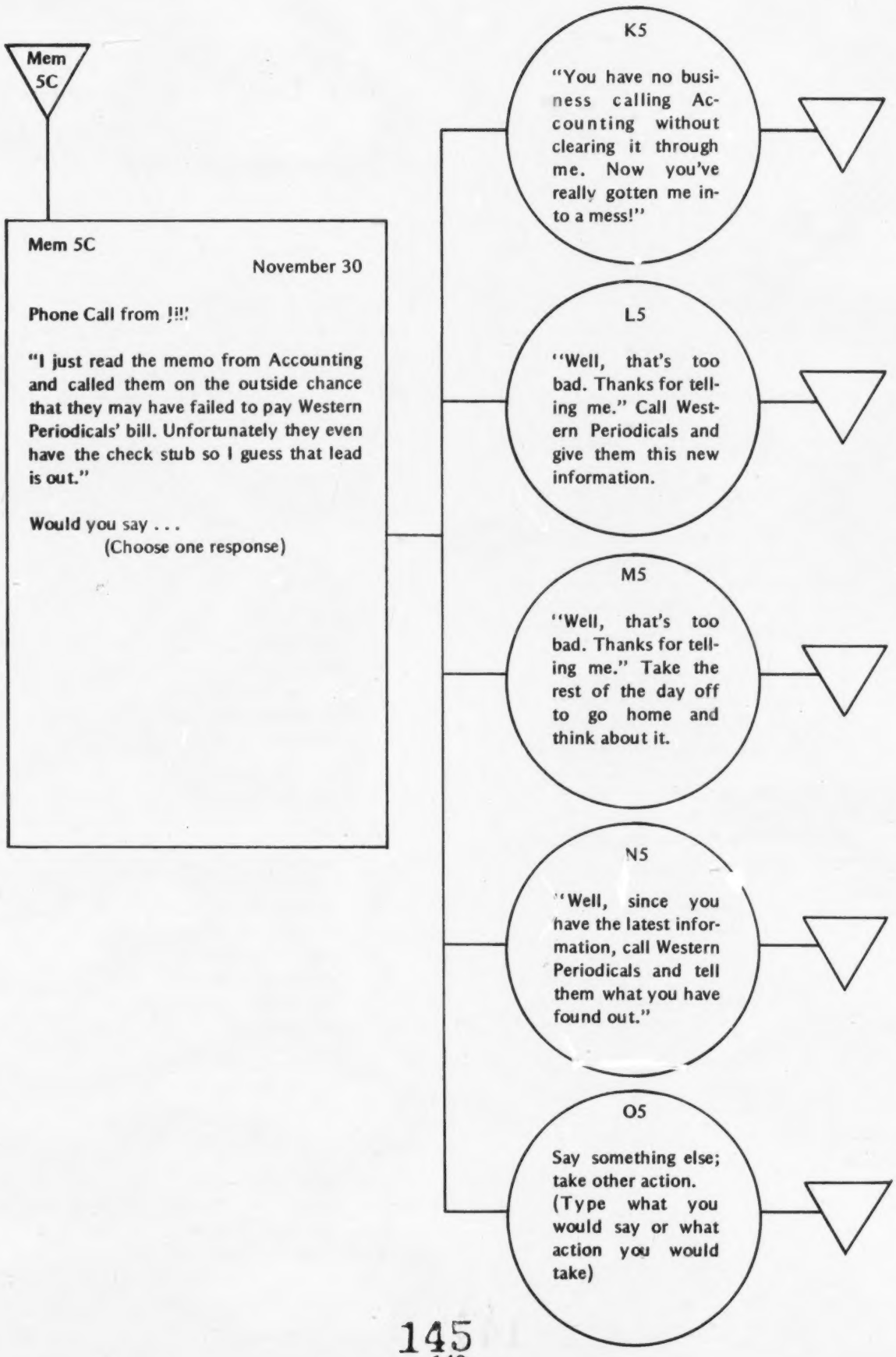
Call Janer, Tyson and Ledley and tell them you are not legally responsible for Double XYZ Oil Company's bills

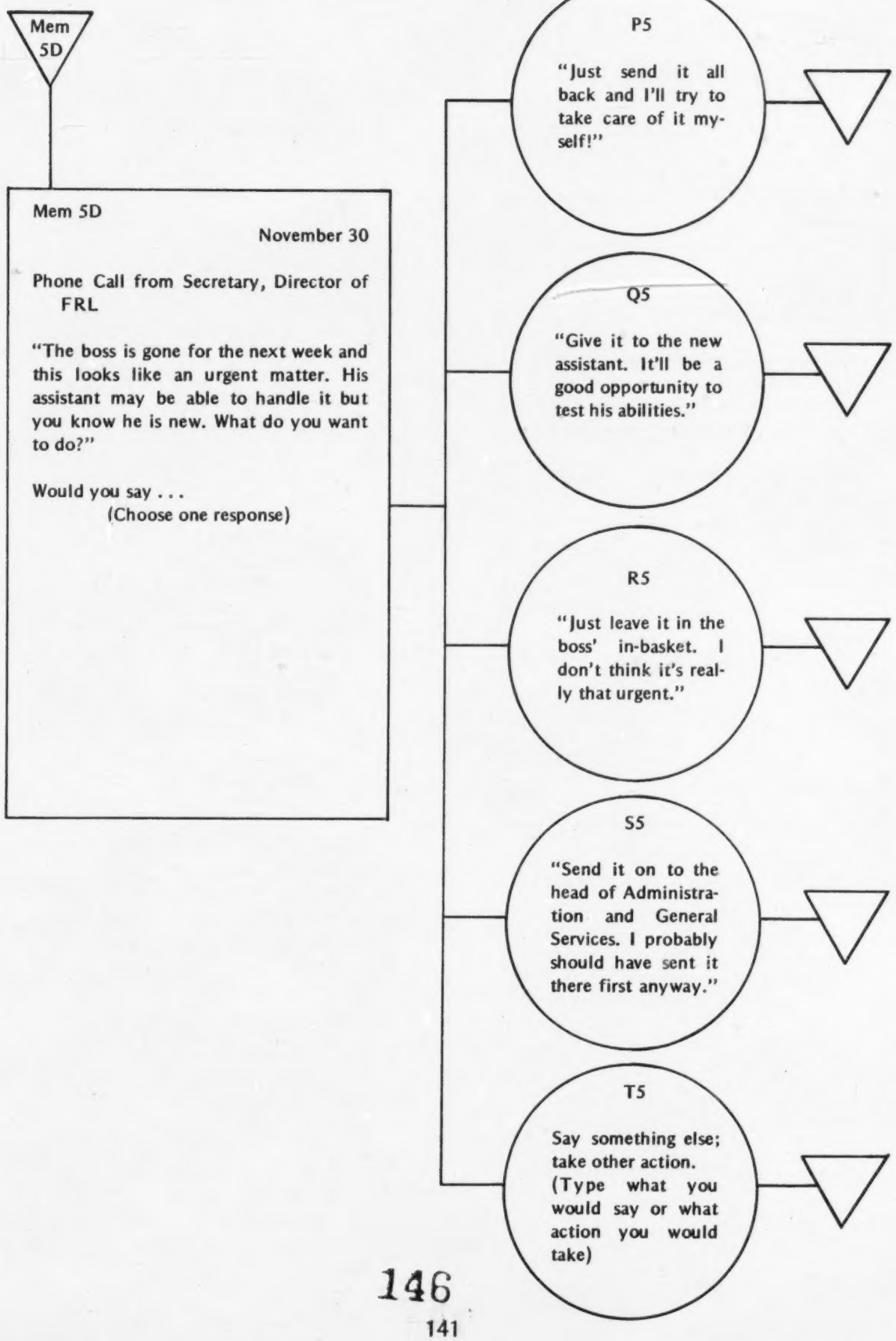
I5

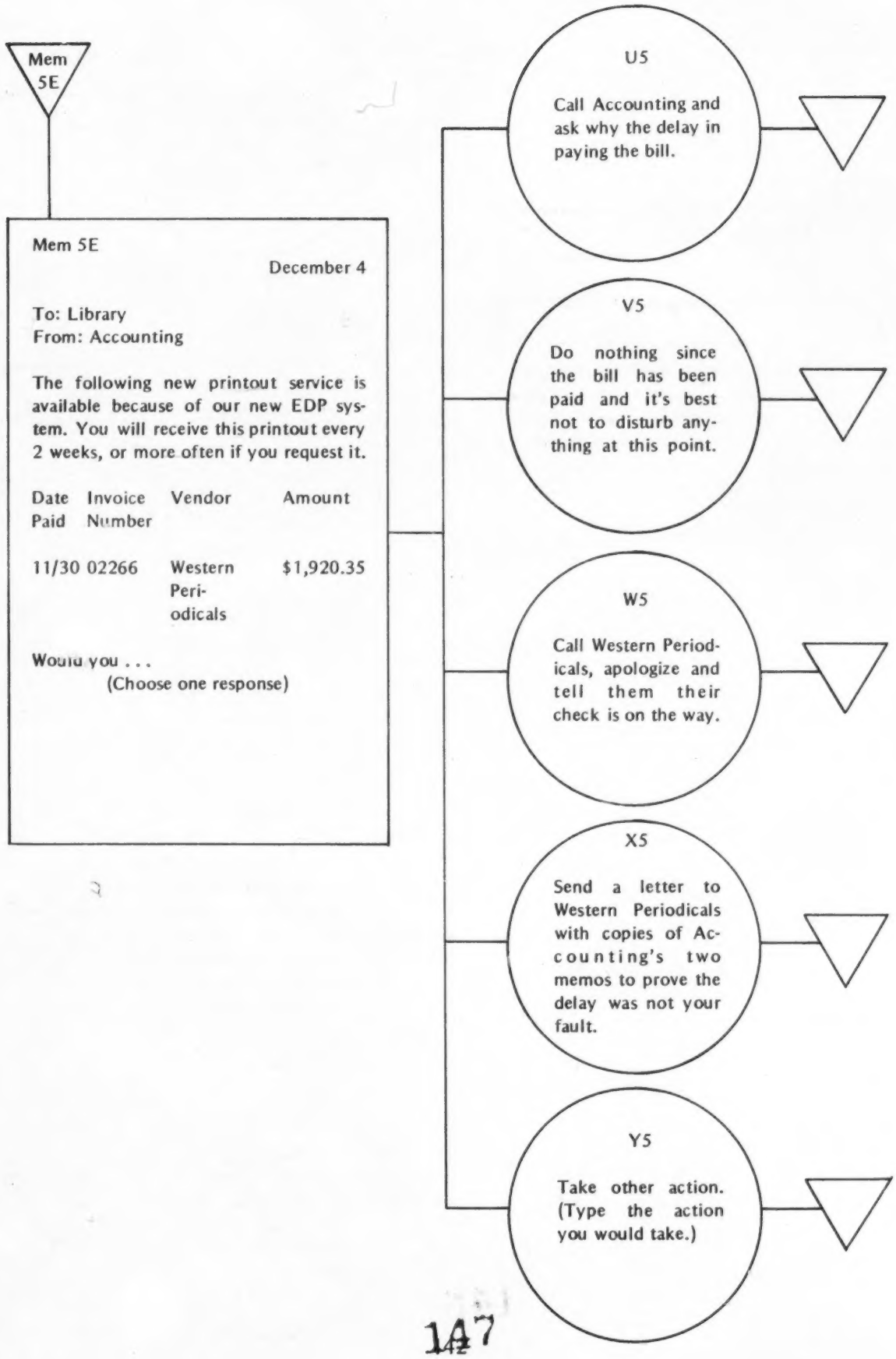
Send the summons to the Head, Administration and General Services since you aren't legally responsible in cases of legal action against the company.

J5

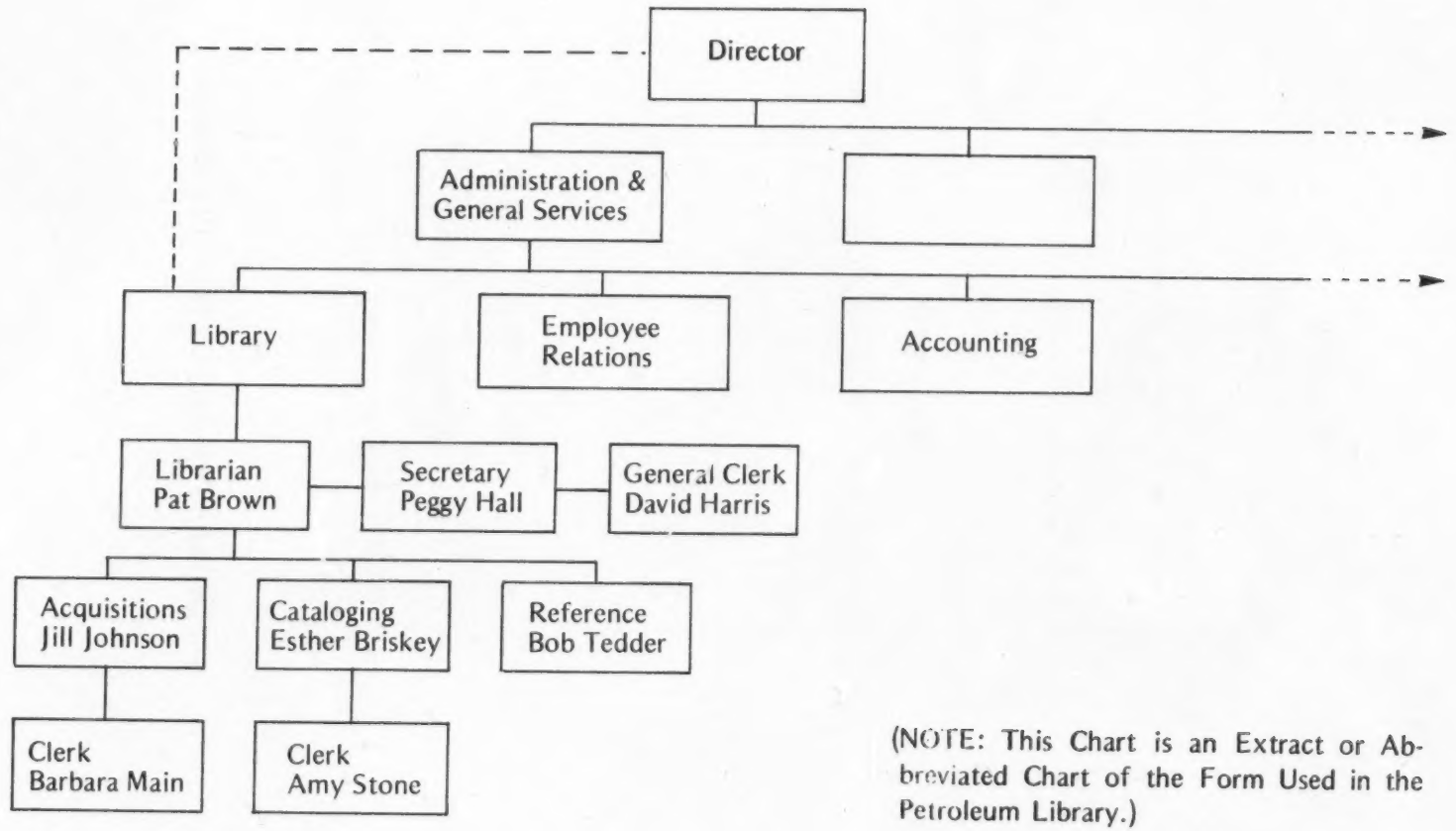
Take other action. (Type the action you would take)


Mem 5C
Mem 5C
November 30
Phone Call from Jill
"I just read the memo from Accounting and called them on the outside chance that they may have failed to pay Western Periodicals' bill. Unfortunately they even have the check stub so I guess that lead is out."
Would you say . . .
(Choose one response)
K5
"You have no business calling Accounting without clearing it through me. Now you've really gotten me into a mess!"
L5
"Well, that's too bad. Thanks for telling me." Call Western Periodicals and give them this new information.
M5
"Well, that's too bad. Thanks for telling me." Take the rest of the day off to go home and think about it.
N5
"Well, since you have the latest information, call Western Periodicals and tell them what you have found out."
O5
Say something else; take other action. (Type what you would say or what action you would take)


Mem 5D
Mem 5D
November 30
Phone Call from Secretary, Director of FRL
"The boss is gone for the next week and this looks like an urgent matter. His assistant may be able to handle it but you know he is new. What do you want to do?"
Would you say . . .
(Choose one response)
P5
"Just send it all back and I'll try to take care of it myself!"
Q5
"Give it to the new assistant. It'll be a good opportunity to test his abilities."
R5
"Just leave it in the boss' in-basket. I don't think it's really that urgent."
S5
"Send it on to the head of Administration and General Services. I probably should have sent it there first anyway."
T5
Say something else; take other action. (Type what you would say or what action you would take)


Mem 5E
Mem 5E
December 4
To: Library
From: Accounting
The following new printout service is available because of our new EDP system. You will receive this printout every 2 weeks, or more often if you request it.
Date Paid
Invoice Number
Vendor
Amount
11/30
02266
Western Periodicals
$1,920.35
Would you . . .
(Choose one response)
U5
Call Accounting and ask why the delay in paying the bill.
V5
Do nothing since the bill has been paid and it's best not to disturb anything at this point.
W5
Call Western Periodicals, apologize and tell them their check is on the way.
X5
Send a letter to Western Periodicals with copies of Accounting's two memos to prove the delay was not your fault.
Y5
Take other action. (Type the action you would take.)

FIELD RESEARCH LABORATORY
(Abbreviated Organization Chart)



(NOTE: This Chart is an Extract or Abbreviated Chart of the Form Used in the Petroleum Library.)

148

OCTOBER

Sun	Mon	Tues	Wed	Thur	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

NOVEMBER

Sun	Mon	Tues	Wed	Thur	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

DECEMBER

Sun	Mon	Tues	Wed	Thur	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12

CALENDARS FOR SIMULATED TIME PERIOD

APPENDIX C

SEQUENTIAL IN-BASKET EXERCISE
GENERAL INSTRUCTIONS

You are about to work out a computer-assisted Sequential In-Basket Exercise. It is called an in-basket exercise because each initial problem is based upon a piece of correspondence that is in the in-basket on your desk, waiting for your action. It is sequential in that the action you decide to take will result in a new sequence of events which also await a decision on your part. The purpose of this particular exercise is to discover the approaches you would take to various situations which arise in library administration. Each situation would, in real life, be initiated by a memo, letter, phone call or office visit. In this simulation, the computer terminal will act as your medium of communication. The terminal will print out the situation and you will respond by typing in a code to indicate the action you would take, and any comments you may wish to make.

You will be asked to think of yourself in the role of a certain librarian. However, choose the decisions that you yourself would make, knowing what you know at this moment, not according to what you think that particular librarian should know.

ENVIRONMENTAL BACKGROUND

You are Pat Brown, head librarian of the Field Research Laboratory, a division of the Double XYZ Oil Company in Houston, Texas.

Over the course of the next 10 weeks—October, November and December—you will be faced with various situations which will require you to make decisions and to take action as a library administrator. In front of your desk on the wall is a calendar and an abbreviated organization chart of the Field Research Laboratory. You may need to refer to these items as aids in making your decisions from time to time. You should not need any other materials for reference at this time.

SEQUENTIAL IN-BASKET EXERCISE
STUDENT TERMINAL USE INSTRUCTION SHEET

ROUTINE TO USE (See specific instructions below.)

1. Sign on the computer. (Instruction I.)
2. Read the problem presented to you.
3. Choose one response to the problem.
4. Type the letter corresponding to the response. (Instruction II.)
5. If the response to a problem calls for a comment, follow the computer's instructions. (If you make an error, see Instruction III.)
6. Proceed as far as you can in the time allowed.

7. If time is up before you finish the program, sign off the computer using the sign-off routine. (Instruction IV.)

8. If you finish the exercise in the time allowed, you will be signed off automatically by the computer.

9. Tear off the printed output and take it to your next class.

I. TO SIGN ON THE COMPUTER

1. *Turn* the *knob* on the *front* of the terminal to the *left* to turn on the power to the terminal if it is not already on. If it is on, you will be able to hear it.

2. Press first [alt mode]

3. Press next [line feed]

4. The keyboard will click and a little bell will ring to signify the computer is ready.

5. A CAI Student Number will be given to you.

6. Type: ON SIBE/your CAI Student Number.

   Leave a *space* between *ON* and *SIBE*.

   Do not leave a space between *SIBE* and the *slash* and your CAI *Student Number*.

   Be sure to type the *number 0, not* the *letter o*, when it appears in your CAI *Student Number*. The *number 0* will appear on your printout as ∅.

7. Press first [alt mode]

8. Press next [space bar]

   This enters what you have typed into the computer.

9. The computer will now type "YOU HAVE BEEN SIGNED ON".

10. The program will begin.

II. TO ENTER YOUR RESPONSE

1. Wait until the computer has finished typing and is waiting for you to respond.

2. Type the letter corresponding to your response.

3. Wait for the computer to continue with the program or to tell you what to do next.

III. TO ERASE ERRORS IN TYPING .

Errors may not be erased. Your first entry will be your recorded response.

If you make an error in a comment or wish something in the comment to be corrected, type 2 xx's, type the corrected word, letter(s) or phrase, and proceed.

IV. TO SIGN OFF THE COMPUTER BEFORE YOU HAVE FINISHED THE ENTIRE PROGRAM

1. Wait until the computer is waiting for you to respond.
2. Press first [alt mode]
3. Press next [line feed]
4. Type: OFF
5. Press first [alt mode]
6. Press next [space bar]

   This enters what you have typed into the computer.
7. The computer will now type "YOU HAVE BEEN SIGNED OFF".

APPENDIX D

QUESTIONNAIRE

1. When I worked the CAI Sequential In-Basket Exercise, I felt . . .

2. I feel I learned (circle one below) . . . from this exercise.
   a. A lot b. Some c. Very little d. Nothing

3. I circled . . . in Statement 2 because . . .

4. I think the advantage(s) of using a CAI Sequential In-Basket Exercise are . . .

5. I think the disadvantage(s) of using a CAI Sequential In-Basket Exercise are . . .

6. I think the CAI Sequential In-Basket Exercise could be improved if . . .

7. My feeling toward using Computer-Assisted Instruction is that . . . (circle one)
   a. I like it a lot b. I like it c. It's o.k. d. I don't like it

8. I circled . . . in Statement 7 because . . .

9. I think the purpose of the Sequential In-Basket Exercise is . . .

10. If I were to work the CAI Sequential In-Basket Exercise again I would . . .